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Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

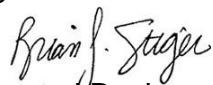
Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

DATE: December 5, 2016

TO: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Brian J. Stiger, Director 
Department of Consumer and Business Affairs

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016)

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Chair Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

The CFE's mission is to help low-moderate income County residents achieve greater economic security and well-being. The motion calls for the CFE to play a leadership role in the region by establishing strong collaborations with advocates, practitioners, public agencies, financial institutions and the philanthropic community. The creation of the CFE provides a synchronized, inter-agency approach to help alleviate poverty in the County.

For the pilot, the CFE will focus its efforts on serving youth between 14-24 years of age with an emphasis on foster and transition-age youth as well as families and individuals who are eligible for the Federal Earned Income Tax Credit (EITC) and the California Earned Income Tax Credits (Cal EITC). These populations were selected based on their recognized need for financial empowerment services and the opportunity to leverage existing County resources. In addition, we are developing linkages between DCBA's Wage Enforcement, Foster Youth Identity Theft, and Foreclosure Prevention programs to expand our reach.

Please allow this report to serve as an update on the progress of the implementation of this program.

Consumer Services

500 W. Temple Street, Room B-96 • Los Angeles, CA 90012-2706
Telephone (800) 593-8222 • (213) 974-1452
Fax (213) 687-1137 • Website: dcba.lacounty.gov

Small Business Services

133 N. Sunol Drive, Los Angeles, CA 90063
Telephone (323) 881-3964
Fax (323) 415-8521 • Website: osb.lacounty.gov

Center for Financial Empowerment Operations

The CFE launched on September 1, 2016, and was funded in part by a private grant in the amount of \$280,000 to partially fund the program through fiscal year 2016-17. DCBA leveraged this private funding with existing funds to fully implement the program without the need for additional net County costs. The CFE is staffed by three full time positions: two were filled per the Board motion and DCBA reallocated an additional position to the CFE. The CFE has purchased software, laptops, and portable printers to be used during the upcoming tax season.

Program Updates: Youth Services

“CASH for GRADS” Educational Support Program

The Board motion authorized DCBA to enter into an agreement with the Department of Public Social Services (DPSS) to provide financial education to graduating high school students whose parents receive CalWORKs benefits. “Cash for Grads” was designed to incentivize students to learn financial and consumer skills to better equip them for adulthood and promote self-sufficiency. DCBA developed the curriculum for the program and taught the classes at libraries throughout the County. The pilot ran from August 2016-October 2016. During that time, DCBA facilitated 18 classes and provided financial education to 214 youth. DCBA and DPSS will take the lessons learned from the pilot to expand and scale the program in 2017.

LifeSmarts

LifeSmarts is a free educational program and competition developed by the National Consumers League. The program helps develop the financial literacy and consumer skills of teenagers. Students learn about five key subject areas which include: personal finance, consumer rights and responsibilities, technology, health and safety, and the environment to prepare for today’s dynamic marketplace. DCBA serves as the statewide coordinator for California. Since the inception of the CFE, seven new coaches in Los Angeles County have registered for the program.

Program Updates: Services for EITC-Eligible Residents

Volunteer Income Tax Assistance Program

The Internal Revenue Service (IRS) oversees the Volunteer Income Tax Assistance (VITA) program to provide free tax preparation services to low-moderate income individuals nationwide. VITA is a critical resource that helps low-moderate income residents save hundreds of dollars and avoid potentially unscrupulous paid preparers. In addition to providing free tax preparation services, VITA is also an important catalyst for promoting the California and Federal Earned Income Tax Credits and stressing the importance of saving money.

Increasing Capacity

DCBA partnered with the IRS to train 24 DCBA team members to become IRS-certified volunteer tax preparers. Using targeted data from the IRS and support from the County Library, DCBA will host several tax days during the upcoming tax season at the following locations: East Los Angeles Community Service Center, Leland R. Weaver Library (South Gate), and the Hawthorne Library. DCBA will also explore potential partnership opportunities with DPSS who also has a cohort of trained tax preparers.

Outreach

Both the California and Federal Earned Income Tax Credits (EITC) are underutilized by eligible low-income individuals and families. These tax credits are an important tool to help families establish savings and pay off debt. As such, DCBA has partnered with Citi Community Development, the City of Los Angeles' Housing and Community Investment Department, Koreatown Youth and Community Center and a collaborative of other non-profit agencies to launch an awareness campaign for the 2017 tax season. The campaign goals are to: (1) raise public awareness about the State and Federal EITC tax credits; (2) encourage low-moderate income residents to file their taxes for free using the VITA program and; (3) promote the importance of saving money at tax time. The campaign will consist of paid media, earned media, social media and community partnerships.

Tax Time Savings Project

DCBA applied and was selected to participate in the Consumer Financial Protection Bureau's (CFPB) 2017 Tax Time Savings project. This will enable CFE staff to receive consumer educational materials and training from the CFPB on how to integrate practices and strategies that encourage consumers to save money during the tax season.

Promising Programs

The CFE is currently researching the feasibility of developing the following programs during the next quarter:

Bank On Los Angeles County

DCBA is exploring the feasibility of launching a *Bank On Los Angeles County* program. Since its inception in 2006 in San Francisco, the *Bank On* program has gained support from government officials across the country as a way of bringing unbanked and underbanked consumers into the financial mainstream. We have had focused discussions with *Bank On San Francisco*, the Federal Deposit Insurance Corporation (FDIC), the State of California Department of Business Oversight and the Cities for Financial Empowerment to explore the idea of bringing this program to Los Angeles County.

Transition-Age Youth

DCBA has had reoccurring meetings with representatives from the Department of Children and Family Services and the Probation Department to discuss potential partnership opportunities. Our three departments plan to hold a focus group with transitional-age youth to hear their ideas on how we can help them understand and apply effective personal finance concepts. We anticipate developing and piloting a program around transition-aged youth by April 2017.

Partnerships with External Stakeholders

Committees and Convenings

DCBA has partnered with many external stakeholders since the commencement of the CFE. We have formed steering and advisory committees to gain insight and recommendations from a broad range of industry experts and practitioners. For a complete list of member agencies, see attachment A. We meet regularly with both groups and use their feedback to guide us in executing a successful pilot.

DCBA held a quarterly meeting with its County partners on November 15, 2016, to provide status updates on the CFE and solicit feedback. The group will continue to meet on a quarterly basis to share best practices for coordinating existing County financial empowerment services and gathering metrics.

Referral Partner Network and Directory

The CFE has established a referral partner network to create a cohort of experienced non-profit agencies who provide free or low cost one-on-one services to low-moderate income County residents. The CFE will use this network to develop a referral directory that will be printed and available on DCBA's website. The referral partner network and directory will allow us to connect County residents directly to trusted service providers.

The members of the network as of December 1, 2016 are:

- Mexican American Opportunity Foundation
- Koreatown Youth + Community Center
- Lift-LA
- New Economics for Women
- East Los Angeles Community Corporation
- Youth Policy Institute

The directory is tentatively scheduled for release in February 2017. DCBA will develop an outreach and marketing plan to share this important resource with County departments, members of the public and other stakeholders.

Relevant Metrics

The VITA program will supply the CFE with metrics surrounding the number of clients served and the amount of Earned Income Tax Credit dollars that are refunded to eligible tax filers.

The first year of the CFE is considered the baseline year. The DCBA will continue to confer with its committees and County partners to strategize on metrics and potential data collection processes.

Next Steps

DCBA will continue to work with County partners and external stakeholders to further implement the CFE. DCBA will enter into a Memorandum of Understanding with DPSS to expand financial literacy training to Job Club participants, DPSS staff and other key DPSS populations. DCBA will also confer with County Counsel, non-profit agencies, and financial institutions to further explore the possibility of launching a *Bank On Los Angeles County* program.

Please contact me at your earliest convenience should you have any questions or need additional information.

BJS:an

C: Chief Executive Officer
Executive Officer, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
Public Library
Probation Department

ATTACHMENT A

**Department of Consumer and Business Affairs
Center for Financial Empowerment
Steering and Advisory Committee Member List**

Steering Committee

Organization	Sector
Citi Community Development	Private
City of Los Angeles	Government (local)
Self-Help Federal Credit Union	Private
Robert Enterprise Development Fund (REDF)	Non-profit
United Way	Non-profit
Federal Deposit Insurance Corporatin	Government (federal)
Southern California Grantmakers	Non-profit
Koreatown Youth and Community Center	Non-profit

Advisory Committee

Organization	Sector
Internal Revenue Service	Government (federal)
JP Morgan Chase Bank	Private
Youth Policy Institute	Non-profit
Department of Public Social Services	Government (local)
Bank of America	Private
L.A. County Office of Education	Government (local)
Department of Children and Family Services	Government (local)
Dept. of Community and Senior Services	Government (local)
Probation Department	Government (local)
County Librarian	Government (local)
East Los Angeles Community Corporation	Non-profit
New Economics for Women	Non-profit
Mexican American Opportunity Foundation	Non-profit
Lift-LA	Non-profit
Cal EITC 4 Me	Non-profit
First 5 LA	Non-profit
Los Angeles Neighborhood Housing Services	Non-profit
California Council on Economic Education	Non-profit
Cities for Financial Empowerment	Non-profit
Treasurer-Tax Collector	Government (local)
Department of Veteran and Military Affairs	Government (local)
Department of Human Resources	Government (local)
Corporation for Enterprise Development (CFED)	Non-profit
California State Controller's Office	Government (state)
California Board of Accountancy	Government (state)



Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

March 13, 2017

TO: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Brian J. Stiger
Director, Consumer and Business Affairs

**QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL
EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT #06923
SECOND QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR
FINANCIAL EMPOWERMENT]**

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Supervisor Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

The CFE's mission is to help low-moderate income County residents achieve greater economic security and financial well-being. Through the CFE, the County plays a leadership role in addressing poverty from a financial empowerment perspective.

For the pilot, the CFE has focused its efforts on serving youth between 14-24 years of age as well as individuals and families eligible for the Federal and State Earned Income Tax Credits.

The first quarterly report for the CFE was filed on December 5, 2016. Please allow this report to serve as an update on our continued progress.

Program Updates: Youth Services

"CASH for GRADS" Educational Support Program

The Board motion authorized DCBA to enter into an agreement with the Department of Public Social Services (DPSS) to provide financial education to graduating high school students whose parents receive CalWORKs benefits. "CASH for GRADS" is designed to incentivize students to learn financial and consumer skills to better equip them for adulthood and promote self-sufficiency. DCBA developed the curriculum for the program with input from DPSS and teaches the classes at libraries throughout the County.

As previously reported, the pilot ran from August 2016-October 2016 and involved 214 youth. The program resumed in January 2017 in which DCBA facilitated four additional classes and provided financial education to 47 youth.

DCBA and DPSS plan to recommence the program in the summer of 2017 to increase the number of youth who participate in the program.

LifeSmarts

LifeSmarts is a free educational program and competition developed by the National Consumers League. The program helps develop the financial literacy and consumer skills of teenagers. Students learn about five subject areas which include: personal finance, consumer rights and responsibility, technology, health and safety and the environment to prepare for today's dynamic marketplace.

DCBA serves as the state coordinator for California. Since the last quarterly report, DCBA hosted an online statewide competition to crown a team as the state champion. The winning team is from Lynbrook High School in San Jose. They will now represent the State of California at the National Championship in Pittsburgh.

Program Update: Services for EITC-Eligible Residents

Volunteer Income Tax Assistance Program

The Internal Revenue Service oversees the Volunteer Income Tax Assistance (VITA) program to provide free tax preparation services to low-moderate income individuals nationwide. VITA is a critical resource that helps qualifying tax payers save hundreds of dollars and avoid potentially unscrupulous paid preparers. VITA is also an important catalyst for promoting the California and Federal Earned Income Tax Credits (EITC) and stressing the importance of saving money.

Increasing Capacity

DCBA partnered with the Internal Revenue Service to train 24 DCBA staff members to become IRS-certified volunteer tax preparers. Of the 24 trained staff, 20 passed the required certification exam.

The remaining staff still volunteer their time as greeters and other non-tax preparer roles.

To date, DCBA hosted three tax days in East Los Angeles, South Gate and Hawthorne and has filed returns for 59 constituents. DCBA has additional tax days scheduled in March and April. A more detailed summary will be compiled at the end of the tax season.

Outreach

Both the California and Federal EITC's are underutilized by eligible low-income individuals and families. These credits are an important tool to help families increase their savings and payoff debt. To help raise awareness of these credits, DCBA partnered with Citi Community Development, the City of Los Angeles' Housing and Community Investment Department, Koreatown Youth and Community Center, United Way of Greater Los Angeles to form a collaborative and launch a multilingual awareness campaign for the 2017 tax season. The goals of the campaign are to: (1) raise public awareness about the EITC; (2) encourage low-moderate residents to file their taxes for free using the VITA program and; (3) promote the importance of saving money at tax time.

DCBA mailed postcard announcements (Attachment A) to households that lived within a one (1) mile radius of our tax day sites. The mailers allowed us to get our message into the hands of the residents who could most likely benefit from the service.

Anecdotally, we know that many low and moderate income individuals and families use public transportation. The campaign featured advertisements in 92 bus shelters in unincorporated areas of the County. Bus bench ads are scheduled to run in March in select neighborhoods throughout the City of Los Angeles.

Your Board proclaimed the week of January 29th - February 4th as Los Angeles County California Earned Income Tax Credit Week. The DCBA held a press conference on January 31st to announce this proclamation which featured, Supervisor Kuehl, Supervisor Solis, and Joseph Sanberg, Chair, CalEITC4me. The press conference received coverage across many different media outlets including: Univision 34, Hoy Los Angeles, San Gabriel Valley (SCV) News, The Korea Times, Los Angeles Sentinel and KFI-AM 640. It was also shared online via Facebook livestream.

The EITC collaborative held a second press conference on February 2nd to announce the launch of our FreeTaxPrepLA campaign and companion website at www.freetaxprepla.com/. The website features a service locator to help residents find a VITA site in their community and shares information about the EITC including eligibility guidelines and a calculator tools to estimate a refund. Since its launch on February 1st, 4,242 users have visited the website.

The EITC collaborative held a Countywide *Claim Your Refund Day* on Saturday, February 4th to culminate Los Angeles County California Earned Income Tax Credit Week. Over 20 VITA sites were open across the County to help residents file their return with an IRS-certified volunteer.

On February 21st, the EITC collaborative hosted the *2017 EITC & VITA Asset Building Symposium* at the Radisson Midtown Hotel. The Symposium was an opportunity for practitioners and service providers to share best practices, network and learn strategies to strengthen their VITA and asset building programs. One hundred and forty nine attendees participated in the symposium.

Promising Programs

Bank on Los Angeles County

The Bank On program is a national initiative dedicated to helping improve the financial stability of unbanked and underbanked consumers by connecting them to safe and affordable mainstream accounts in banks and credit unions. This initiative helps consumers avoid expensive alternative financial services and puts them on a path to increased savings and financial empowerment.

Since its inception in 2006 in San Francisco, the Bank On program has gained support from government officials across the country as a way of bringing unbanked and underbanked consumers into the financial mainstream. The Cities for Financial Empowerment Fund (CFE Fund) leads the national movement that supports local coalition efforts.

DCBA plans to establish a local L.A. County coalition to bring this program to the County of Los Angeles in 2018. The department has had a number of meetings with key stakeholders including: the CFE Fund, Federal Deposit Insurance Corporation, the City of Los Angeles, the Treasurer Tax Collector and staff from the Bank On San Francisco program. The DCBA is working with County Counsel and the CFE Fund to develop the program infrastructure and plan its implementation.

Transition-Age Youth

The DCBA and the Department of Children and Family Services will hold a focus group with current and former foster youth later this month. The focus group will allow us to receive feedback from youth on their financial education needs and give us an opportunity to ask youth how we can improve their financial capability.

Next Steps

DCBA will continue to work with County partners and external stakeholders to further implement the CFE. Should you have any questions or need additional information, please contact me at your earliest convenience at (213) 974-9750, or via email bstiger@dcba.lacounty.gov.

BJS: ds

c: Chief Executive Office
Executive Officer, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
County Library
Probation Department



Save your money. File Free.

Why pay to file your taxes when you can file for FREE with an IRS-certified tax preparer? If you make less than \$54,000, call us to see if you qualify for Volunteer Income Tax Assistance (VITA)!

Guarda su dinero. Presente su declaración de impuestos de forma gratuita.

¿Porqué pagar para presentar sus impuestos cuando puede presentarlos gratuitamente con un preparador de impuestos certificado por el IRS? Si usted gana menos de \$54,000, llámenos para ver si usted califica para el Programa de Ayuda Voluntaria a los Contribuyentes (VITA)!

Make a VITA appointment today. / Haga una cita VITA hoy.



LOS ANGELES COUNTY
CONSUMER &
BUSINESS AFFAIRS

800-593-8222
dcba.lacounty.gov



Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
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Janice Hahn
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"To Enrich Lives Through Effective and Caring Service"

June 21, 2017

TO: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: 
Brian J. Stiger
Director, Consumer and Business Affairs

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT #06924]

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Supervisor Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

This report is the third quarterly report pursuant to your Board's direction. In this report, we provide updates on the following topics:

- Volunteer Income Tax Assistance (VITA) Program and Earned Income Tax Credit (EITC) awareness campaign
- CFE resource guide
- Non-profit convenings
- Department of Children and Family Services collaboration
- Promising Partnership

Background

The CFE's mission is to help low-moderate income County of Los Angeles (County) residents achieve greater economic security and financial well-being. The motion calls for the CFE to play a leadership role in the region by establishing strong collaborations with advocates, practitioners, public agencies, financial institutions and the philanthropic community. The creation of the CFE provides a synchronized, inter-agency approach to help alleviate poverty in the County.

For the pilot, the CFE will focus its efforts on serving families and individuals who are eligible for the state and federal Earned Income Tax Credits (EITC) and youth between 14-24 years of age with an emphasis on foster and transition-age youth. These populations were selected based on their recognized need for financial empowerment services and the opportunity to leverage existing County resources.

Volunteer Income Tax Assistance Program and EITC Awareness Campaign

The Internal Revenue Service (IRS) oversees the Volunteer Income Tax Assistance (VITA) program to provide free tax preparation services to taxpayers who earn \$54,000 or less annually. VITA is an important catalyst for promoting the California and Federal Earned Income Tax Credits. The Earned Income Tax Credit is a refundable tax credit for eligible working people who have very low-moderate income. It can put thousands of dollars back into the hands of the working individuals and families who are struggling to make ends meet. The VITA program has a 94% accuracy rate which is substantially higher than paid preparers. This means that taxpayers who use VITA not only save money but benefit from preparers who undergo rigorous training.

In an effort to increase the availability of VITA services, DCBA trained 24 team members to become volunteer tax preparers, greeters, quality reviewers and site coordinators in partnership with the IRS. DCBA hosted six tax preparation days on select Saturdays during the 2016 tax season to provide free income tax return preparation to qualifying taxpayers. The tax preparation days were held at the following locations: East Los Angeles Community Service Center, Leland R. Weaver Library in South Gate and the Hawthorne Library. The department mailed postcard announcements to households that lived within a one mile radius of our tax preparation day sites to ensure that residents were aware of the service.

Our final stats for our inaugural VITA program are as follows:

Number of accepted e-file and paper returns	99
Total state and federal refunds awarded	\$199,387
Total state and federal EITC dollars claimed	\$63,418
Average refund amount	\$2,014
Percentage of taxpayers served who used VITA for the first time	85%

Although the EITC is considered the nation's largest anti-poverty program, it has been reported that the state and federal earned income tax credits are severely underutilized in California. The New America Foundation estimates that over \$1 billion in eligible funds goes unclaimed in our state¹.

¹ The Cost of Unclaimed Earned Income Tax Credits to California's Economy. New America Foundation
<http://www.csd.ca.gov/Portals/0/Documents/Reports/Updated%20Left%20on%20the%20Table%20Report.pdf>

To help raise awareness of these credits, DCBA partnered with Citi Community Development, the City of Los Angeles' Housing and Community Investment Department, Koreatown Youth and Community Center, and United Way of Greater Los Angeles to form a collaborative and launch a multilingual awareness campaign during the tax season. The campaign was branded as the "Free Tax Prep Los Angeles" initiative. The goals of the campaign were to: (1) raise public awareness about the EITC and; (2) encourage low-moderate income residents to file their taxes for free using the VITA program.

These goals were supported by the following components:

- Media (internet, radio, television and print)
- Social media
- Events
- Paid advertisements
- Campaign website

The following statistics summarize the success of the campaign:

Media Impressions ²	13.6 million
Number of bus shelter ads in unincorporated Los Angeles County	92
Number of bus shelter and bus bench ads in the City of Los Angeles	110
Number of outdoor bilingual posters in the City of Los Angeles ³	55
Number of Freetaxprepla.com website sessions	13,045
Number of participating VITA sites	23
Total number of income tax returns completed	11,721
Total number of refund dollars awarded	\$14,998,970
Total state and federal EITC dollars	\$6,546,794

The campaign allowed the participating agencies to leverage resources and expand their reach beyond what any one organization could have accomplished on their own.

In addition, the campaign website helped taxpayers to easily locate a service provider in their community and provided detailed information on the EITC tax credits and tips to help

² Impressions represent an estimation of the number of times content is viewed by an audience member.

³ Fifty-five outdoor campaign posters were displayed at convenience stores, gas stations and bodegas in low-income communities.

them prepare for their tax preparation appointment. The above-referenced statistics now serve as a baseline to help us set goals for future campaigns.

Overall, we believe the campaign is a good example of cross-sectorial partnerships. Our collective efforts resulted in millions of dollars being put into the hands of residents throughout the County. This creates a tangible impact for working families and individuals who are struggling to make ends meet. VITA is an important component to anti-poverty measures and we look forward to building on the success of this campaign next year.

Center for Financial Empowerment Resource Guide

The CFE has established a partner network to create a cohort of experienced non-profit agencies who provide free or low-cost one-on-one financial empowerment services to low-moderate income County residents.

To date, the member agencies include:

- Mexican American Opportunity Foundation
- Koreatown Youth + Community Center
- Lift-Los Angeles
- New Economics for Women
- East Los Angeles Community Corporation
- Youth Policy Institute

Our partners helped us create a resource guide which debuted on the DCBA department website in April to coincide with California Financial Literacy Month. The guide is useful for both consumers and practitioners as it provides an easy-to-use matrix of services available and matches those services to a given service provider. Print copies were shared with all member agencies. In addition to the above-referenced agencies, copies were distributed to the following: Cal State Los Angeles Master of Social Work Program; City of Los Angeles Family Source Centers; the Department of Public Social Services and the LA. Coalition to End Youth Homelessness. Digital copies have been shared with approximately 500 ministers and clergy in the Cecil Murray Center for Community Engagement network at the University of Southern California. In addition, the guide is now available as resource on the County of Los Angeles Public Library website.

Initial reactions to the guide have been positive. Agencies are using the guide during financial coaching sessions, income tax preparation and to supplement case worker trainings. We will confer with our partner network agencies and other key stakeholders to further assess the impact of the guide, collect feedback to improve its usefulness and gauge the need to make it available in other languages.

Non-profit Convenings

The Board motion directs the CFE to lead multi-sector collaborations and play a leadership role in helping service providers to leverage resources and reduce silos. To date, the CFE has planned two non-profit meetings to make progress in this area.

On May 25, 2017, we partnered with Measure of America, a social science research organization, to host a non-profit convening to share preliminary findings from the *Portrait of L.A. County* research project. Measure of America uses the American Human Development Index to provide easy-to-use methodologically-sound tools for understanding the distribution of well-being and opportunity in America. Their research spurs stimulating fact-based dialogue about issues that have a close nexus to financial empowerment: health, education and living standards.

A Portrait of L.A. County will paint a detailed portrait of well-being and access to opportunity in Los Angeles County. The project aims to provide granular data, new research and a shared framework for setting goals and tackling important well-being challenges. We invited 20 organizations to come and learn the preliminary research findings and have the opportunity to share their comments and provide suggestions for further research. The CFE will continue to collaborate with Measure of America as the project continues as this is an opportunity for local government and non-profit agencies to make more informed, data-driven program decisions and better understand the communities they serve.

In June, the CFE will host a second non-profit convening to discuss the *Bank On Los Angeles County* program. *Bank On* is a public-private initiative between a government official, financial institutions and community-based organizations who work collaboratively to bring unbanked and underbanked constituents into the financial mainstream. Community-based organizations are essential to the success of any local *Bank On* coalition as they often have regular and on-going contact with residents who could most benefit from this program. The June convening will be an opportunity for non-profit organizations to learn more about the program, share their recommendations on how to make the program successful, and join our coalition.

Department of Children and Family Services (DCFS)

Youth between the ages of 14-24, with an emphasis on foster youth, are one of our target populations for the CFE. Teaching youth how to manage their money and be consumer savvy presents the opportunity to help them build long-term positive financial habits. Since the CFE is still in the early stages of the pilot, we thought it would be important to involve transition-age foster youth in our program design.

On March 30, 2017, the CFE held a small focus group with transition-age foster youth. The participants ranged in age from 18-22. The purpose of the group discussion was to:

- Introduce them to the concept of the CFE
- Ask how the CFE could help them be financially empowered and better prepared for adulthood
- Ask how to make financial education relevant to their interests
- Allow youth to share their experiences managing their finances and trying to navigate today's complex marketplace

The youth shared the following insights and recommendations for the CFE:

- Develop a youth-led peer-to-peer financial empowerment training program
- Provide web-based classes and other assistance for youth who are unable to attend classroom presentations
- Develop an app that helps youth prepare for emancipation and ease their transition to adulthood

The CFE continues to meet with DCFS to further brainstorm these ideas and develop ways to bring them to fruition. Our immediate next step is to pilot a small train-the-trainer series for select Children Social Workers (CSW) who assist transition-age youth. The trainings will take place this summer. CFE staff will use the Consumer Financial Protection Bureau's *Your Money, Your Goals Financial Empowerment Toolkit for Social Service Agencies* to facilitate the training. The goal of the training is to equip CSW's with information to increase their financial empowerment knowledge, skills and resources so they can, in turn, share the information with the youth they assist.

Research and Review

The CFE team is currently researching the County's Career Development Intern (CDI) program and exploring opportunities to integrate financial empowerment.

The CDI program provides transition-age foster youth the opportunity to work in County departments and receive on-the-job training. Assignments typically range from 12-24 months. At the conclusion of the internship, interns have the opportunity to qualify for permanent County positions.

DCFS currently convenes workshops twice a month for CDI participants. The workshops focus on providing youth with career development and life skills. We are exploring opportunities to partner with DCFS to supplement the good work they are already doing by integrating more financial education into the curriculum.

Promising Partnership

The following partnership is being developed:

California State University, Los Angeles (CSULA)

The School of Social Work at CSULA is in its second year of implementing a new Asset Building Clinic. The Asset Building Clinic is a university-led financial empowerment initiative that seeks to train Bachelor of Social Work and Master of Social Work students to be certified volunteer tax preparers and proficient in financial coaching. The value of integrating financial empowerment into social services cannot be underscored; doing so enhances the impact of social services while also improving financial outcomes for program participants.

Positioning future social service professionals to appreciate and provide a holistic approach to antipoverty services is of interest to the Center for Financial Empowerment. We are exploring opportunities to partner with CSULA to further develop this program, identify non-profit partners, host on-campus events and assist in the coordination of VITA services next year.

Next Steps

We have recently expanded our Steering Committee to include representatives from the Local Initiatives Support Corporation (LISC) and Southern California Grantmakers to further diversify the group.

DCBA will continue to work with County partners and external stakeholders to further implement the CFE.

Please contact me should you have any questions or need additional information.

c: Chief Executive Office
Executive Office, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
County Library
Probation Department



Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

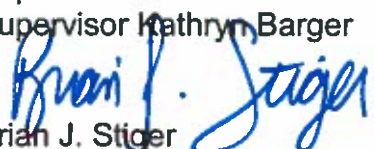
Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Shelia Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

August 30, 2017

TO: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Shelia Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: 
Brian J. Stiger
Director, Consumer and Business Affairs

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT #06925]

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Supervisor Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

This report is the fourth quarterly report pursuant to your Board's direction. In this report, we provide updates on the following topics:

- Strategic Planning
- Bank On Los Angeles County
- LifeSmarts
- Department of Children and Family Services collaboration

Center for Financial Empowerment Strategic Planning

During this quarter, the department obtained a consultant to assist us in refining the CFE's strategic plan. The CFE launched in September 2016. During the first year of the program, DCBA identified Earned Income Tax Credit (EITC) eligible taxpayers and youth as target populations and created strategies to provide direct services to these groups. With the help of our consultant, we are identifying areas where the CFE can act as a convener and take an expanded role as an intermediary, connecting the programs and resources of various sectors.

Bank On Los Angeles County

The Bank On program is a national initiative dedicated to helping improve the financial stability of unbanked and underbanked consumers by connecting them to safe and affordable mainstream accounts in banks and credit unions. This initiative helps consumers avoid expensive alternative financial services and puts them on a path to increased savings and financial empowerment.

Since its inception in 2006, in San Francisco, the Bank On program has gained support from government officials across the country as a way of bringing unbanked and underbanked consumers into the financial mainstream. The Cities for Financial Empowerment Fund (CFE Fund) leads the national movement that supports local coalition efforts.

DCBA is establishing a local Los Angeles County coalition to bring this program to the County of Los Angeles in 2018. The Department has had a number of meetings with key stakeholders including: the CFE Fund, Federal Deposit Insurance Corporation, the City of Los Angeles, the Treasurer Tax Collector and staff from the Bank On San Francisco program.

DCBA is strengthening our partnerships with local non-profits to develop a collaborative network for this initiative. Community-based organizations are critical to the success of Bank On coalitions because they assist with outreach efforts, provide financial education classes and have in-depth experience working with unbanked individuals and families.

Our non-profit partners include:

- Children's Bureau-Lancaster
- Chinatown Service Center
- Coalition for Responsible Community Development
- El Centro de Ayuda
- International Rescue Committee-Los Angeles
- Koreatown Youth and Community Center
- Mexican American Opportunity Foundation
- New Economics for Women
- Pars Equality Center
- Shields for Families

To date, seven financial institutions have agreed to partner with us on this initiative. Our financial institution partners have demonstrated an interest in working with DCBA to integrate financial education into Bank On and participate in outreach events. DCBA is working with financial institutions and non-profit partners to refine the referral process for consumers seeking Bank On certified products and developing an outreach strategy.

Focus Group

In partnership with the Children's Bureau, we hosted two focus groups in August with 15 banked and unbanked consumers to better understand consumer perceptions, beliefs, and attitudes about banking and managing their finances. From these discussions we learned the following:

- Some unbanked participants recognize the value of being banked but do not understand the process of opening an account
- Some participants had the perception that bank accounts are only for people who are financially stable or "well off"
- Most believe that having a bank account is good but cite expensive fees as a disadvantage of being banked
- No one understood the difference between a bank and a credit union
- Residents without a social security number find it difficult to access mainstream banking services
- Everyone expressed an interest in taking classes to learn how to better manage their money but most indicated that they would not attend a class called, "budgeting" or "personal finance"

We will keep these insights and perceptions in mind as we develop the program and its messaging.

County Partners

On August 23, 2017, DCBA held a meeting with County departments to provide updates on the CFE and discuss the Bank On program. As evidenced by other cities from across the country, Bank On is most successful when it is a part of a broader financial inclusion agenda and not a standalone program. Accordingly, the ability to integrate Bank On into existing County services will be critical to the program's success. Our County partners are supportive of the program and will conduct an internal assessment to identify areas within their department where Bank On can be integrated.

LifeSmarts

LifeSmarts is a free educational program and competition developed by the National Consumers League. The program helps develop the financial literacy and consumer skills of teenagers. It also helps students develop their leadership and critical thinking skills and affords them opportunities to compete for scholarships. DCBA serves as the statewide coordinator for California.

Since the inception of the CFE, seven new coaches in Los Angeles County have registered for the program. For the 2017-2018 school year, we have forged a partnership with Shields for Families, a local non-profit organization that works to empower and advocate for high-risk families in South Los Angeles. Shields for Families has agreed to form a LifeSmarts team at the College Bridge Academy in Watts.

The College Bridge Academy is a charter high school for youth who have dropped out or have been expelled from traditional high school. LifeSmarts will help to equip the students with the consumer and financial literacy skills they need to be consumer savvy adults.

Department of Children and Family Services (DCFS)

DCBA conducted a three-part series this quarter to train a group of Children Social Workers (CSW) who assist transition-age youth. CFE staff used the Consumer Financial Protection Bureau's *Your Money, Your Goals Financial Empowerment Toolkit for Social Service Agencies* to facilitate the training. The training was an opportunity to equip CSWs with information to increase their financial empowerment knowledge, skills and resources so they can, in turn, share the information with the youth they assist. The trainings were well received. DCBA and DCFS are discussing scalability and identifying other opportunities where financial education can be integrated into their programs. The County's Career Development Intern (CDI) program provides transition-age foster youth the opportunity to work in County departments and receive on-the-job training. Assignments typically range from 12-24 months. At the conclusion of the internship, interns have the opportunity to qualify for permanent County positions.

DCFS currently convenes workshops twice a month for CDI participants to provide them with career development and life skills. DCBA staff served as a guest speaker at two workshops during this quarter and educated the CDIs on the following topics:

- Money management
- Renting an apartment
- Purchasing a car
- Identify theft prevention, detection and resolution
- Avoiding common consumer scams

Municipal-led youth employment programs can serve as a linchpin to help youth develop positive long-term financial behaviors. Presenting the above-referenced information to CDIs is a good opportunity to expose them to information they might otherwise not learn and helps the County to ensure that foster youth are better prepared for adulthood. DCBA is working with DCFS to integrate additional financial empowerment and consumer education into the CDI program.

Conclusion

DCBA will continue to work with County partners and external stakeholders to further implement the CFE.

Please contact me should you have any questions or need additional information.

c: Chief Executive Office
Executive Office, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
County Library
Probation Department



Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS


Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

November 29, 2017

TO: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: 
Brian J. Stiger
Director

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT ID# 06926]

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Supervisor Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

This report is the fifth quarterly report pursuant to your Board's direction. In this report, we provide updates on the following topics:

- Strategic planning
- Volunteer Income Tax Assistance (VITA)
- Cash for Grads
- Convenings
- Consumer Financial Protection Bureau's Tax Time Savings Program
- Bank On Los Angeles County

Center for Financial Empowerment Strategic Planning

The CFE's mission is to coordinate and align cross-sector efforts to build economic stability and household wealth for low to moderate income County of Los Angeles (County) residents. Through its mission the CFE enhances financial capability by educating and empowering consumers to make informed financial choices. The CFE accomplishes this by: 1) developing and connecting consumers to information and tools to help them reach their own life goals and achieve financial well-being; 2) acting as the regional convener for the public, private and non-profit agencies that are already doing great work in the field of financial empowerment; and 3) preparing the next generation of consumer for financial well-being and success.

Over the past quarter, the CFE has refined its strategic plan; identifying areas where the CFE can expand its leadership role for the region by leveraging resources, building stronger public-private partnerships, and reaffirming its dedication to the programs and services the CFE provides.

Summary of CFE Strategic Focus

Mission: The Center for Financial Empowerment coordinates and aligns cross-sector efforts to build economic stability and household wealth for low-moderate income (LMI) County residents.		
Program Goals		
Goal 1	Goal 2	Goal 3
Deliver effective CFE supportive services	Take collective action to improve financial practices and systems that advance wealth equity	Connect low-moderate income county residents to CFE information, services, and consumer financial protections
Objectives		
<ul style="list-style-type: none"> • Provide technology, training and other forms of support to County departments and non-profit service providers who provide financial capability programs • Enhance the success of financial capability programs by supporting CFE partners throughout the County 	<ul style="list-style-type: none"> • Produce research and facilitate data- sharing that helps all sectors better understand the financial well-being of County residents • Advocate for policies that expand economic opportunities for LMI County residents 	<ul style="list-style-type: none"> • Connect County residents to financial empowerment services and information through outreach and community events • Provide a coordinated brand and messaging
Activities and Projects		
<ul style="list-style-type: none"> • Build the capacity of organizational partners • Create materials that help service providers integrate consumer protection into financial education programs • Create asset building and financial capability training opportunities for County residents 	<ul style="list-style-type: none"> • Host regional conferences and topical roundtable discussions • Use convenings and data to craft policy solutions and strategies for improving the financial wellbeing of County residents 	<ul style="list-style-type: none"> • Develop web-based financial education accessible to the general public • Coordinate community outreach events with partner agencies

The above goals and objectives represent the actions the CFE is taking to build systemic, long-term change and support the financial capability of County residents. The following provides a status update on the CFE's progress on meeting its goals.

Goal 1: Demonstrate effective CFE programs and services

Volunteer Income Tax Assistance (VITA)

In order to expand the reach of the CFE's VITA program this year, the DCBA advertised in the County's "Post Script" newsletter. This outreach proved successful, with over 70 individuals signed up to participate in the VITA training (an increase of more than 200% from last year). In order to accommodate the volunteers' schedules, the DCBA has expanded the training options to include not only in-person training, but also to incorporate the Internal Revenue Services' (IRS) online training. To further support the volunteers, the CFE developed a curriculum to augment the IRS' online training. This curriculum provides an easy to understand, chronological structure for completing the IRS' online educational modules. The online training will be complemented by intermittent check-in calls and emails between CFE staff and volunteers to ensure that the volunteers are receiving the support they need in order to successfully obtain their IRS certification.

"CASH for GRADS" Educational Support Program

DCBA provides financial education to graduating high school students whose parents receive California Work Opportunity and Responsibility for Kids (CalWORKs) benefits. "CASH for GRADS" was designed to incentivize students to learn financial and consumer skills to better equip them for adulthood and promote self-sufficiency. DCBA developed the curriculum for the program with input from the Department of Public Social Services (DPSS) and taught the classes at libraries throughout the County.

Since the inception of the program in August 2016, DCBA has taught 52 classes; providing financial and consumer skills training to 888 students. Participating students demonstrated a 50% increase in financial knowledge as measured by tests administered pre and post training.

In the first cycle of the program, DCBA reached 260 youth. Interested in increasing the success of the program, the CFE assessed the needs of the youth and recognized that a more streamlined and effective approach to outreach was needed. DCBA worked with DPSS to acquire an online self-service appointment software. This software allows youth to register for a class online and receive automated reminders of their appointment date. DPSS also refined their outreach strategy to improve the timing and frequency of the notices sent to qualifying households. These collective efforts helped the CFE more than double student enrollment in the second cycle of the program and enroll 628 youth.

Curriculum Development

The CFE stands apart from other agencies providing financial capability resources and services in that the CFE is housed within DCBA, the County's consumer protection department. This creates a unique opportunity for the CFE to develop a curriculum for agencies that includes not only financial literacy and education but also consumer protection education. This is where the CFE provides value-added resources to the existing landscape of financial capability training. Recognizing this need, DCBA is working diligently to develop a pre-packaged curriculum that will be available to CFE partner agencies interested in expanding their services.

In order to do this, the CFE has hosted several convenings of non-profits, County departments and private agencies to assess what educational modules would be most beneficial to our partner agencies. This curriculum will be used to provide train-the-trainer sessions and develop a standardized financial education/consumer protection curriculum that agencies can utilize when implementing their programs and services.

Goal 2: Take collective action to improve financial practices and systems that advance wealth equity

Collaborations

To date, the CFE has hosted several gatherings of local non-profit partners, County departments and private partners to assess the landscape of financial capability resources and services in the County and develop a collective approach for addressing the needs of County residents. Through these meetings, the CFE, along with its partner agencies, is working to develop and define metrics that can be easily tracked, measured and utilized across programs to share outcomes and impacts of CFE programs in the County.

Goal 3: Connect low-moderate income County residents to CFE information, services and consumer financial protections

Consumer Financial Protection Bureau (CFPB) Tax Time Savings

For many consumers, their tax refund is the largest lump sum payment they receive all year. This is an opportune time for individuals to start a savings account; however, many individuals do not utilize this opportunity to save, often times because they have already mentally allotted the money for other purposes.

The CFPB has provided information and training to staff and volunteers at community VITA programs to promote tax time savings. Last year, the DCBA entered into a Memorandum of Understanding with the CFPB to promote their tax time savings program. This year, DCBA's CFE was again selected to partner with the CFPB on this important program.

The CFE has created a tax time savings outreach and education plan in order to inform consumers about the importance of using their tax return to start building a financial safety net. The CFE is including information regarding savings options on its VITA and Earned Income Tax Credit (EITC) marketing materials sent to targeted clients in advance of tax season. The CFE is also educating its VITA volunteers on ways to integrate the topic of savings and introduce clients to the savings options available to them during their tax preparation appointments.

Bank On Los Angeles County

The Bank On program is a national initiative dedicated to helping improve the financial stability of unbanked and underbanked consumers by connecting them to safe and affordable mainstream accounts in banks and credit unions. This initiative helps consumers avoid expensive alternative financial services and puts them on a path to increased savings and financial empowerment.

The CFE is currently building a Bank On Los Angeles County coalition that will lead the way to connecting County residents to safe, mainstream financial products. To date, the Bank On LA County coalition members include:

County Departments:

- Children and Family Services
- Child Support Services
- Public Social Services
- Community Development Commission/Housing Authority
- Workforce Development, Aging and Community Services
- Military and Veteran Affairs
- Public Library
- Treasurer and Tax Collector
- Public Health

Non-Profit Agencies:

- El Centro de Ayuda
- East Los Angeles Community Corporation
- Koreatown Youth + Community Center
- Chinatown Service Center
- International Rescue Committee-Los Angeles
- Pars Equality Center
- Children's Bureau (Lancaster)
- Coalition for Responsible Community Development
- Habitat for Humanity
- Mexican American Opportunity Foundation
- New Economics for Women
- Shields for Families

Financial Institutions:

- Beneficial Bank
- JP Morgan Chase
- Self-Help Federal Credit Union
- SCE Federal Credit Union
- Bank of America
- U.S. Bank
- Union Bank

The CFE has developed website content and collateral material, including an informational video, for the program. Additionally, we are working with the coalition partners to plan the program launch in early 2018. Additional information will be provided in subsequent reports.

Conclusion

DCBA will continue to work with County partners and external stakeholders to further advance the goals and objectives of the CFE.

Please contact me should you have any questions or need additional information.

c: Chief Executive Office
Executive Office, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
County Library
Probation Department



Brian J. Stiger
Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

March 9, 2018

TO: Supervisor Sheila Kuehl, Chair
Supervisor Hilda Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Brian J. Stiger
Director, Consumer and Business Affairs

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT ID#06927]

On June 14, 2016, your Board adopted a motion co-authored by Supervisor Kuehl and Supervisor Solis that directed the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to implement a Center for Financial Empowerment (CFE) as a two-year pilot project.

This report is the sixth quarterly report pursuant to your Board's direction and provides a status update on the CFE's progress on meeting its goals. In this report, we provide updates on the following:

- Volunteer Income Tax Assistance (VITA)
- Programs for Transitional Aged Youth
- Financial Capability Partners
- High Cost Loans Motion
- CFE Outreach
- Bank On Los Angeles County

Goal 1: Demonstrate effective CFE programs and services

Volunteer Income Tax Assistance (VITA)

The Volunteer Income Tax Assistance (VITA) program provides free tax preparation services to taxpayers who earn \$54,000 or less annually. VITA is an important catalyst for promoting the California and Federal Earned Income Tax Credits. The Earned Income Tax Credit is a refundable tax credit for eligible working people who have low to moderate income.

It can put thousands of dollars back into the hands of the working individuals and families who are struggling to make ends meet. The VITA program has a 92% accuracy rate which is substantially higher than paid preparers. This means that taxpayers who use VITA not only save money but benefit from preparers who undergo rigorous training.

Following last tax season, the CFE recruited 70 volunteers interested in participating in the VITA training. Of those 70 volunteers, 41 completed the training and were certified to provide VITA services. This doubled the number of volunteers the CFE had from the previous tax season. In addition, the CFE strengthened its partnership with the Department of Public Social Services. Leveraging both departments' resources allowed the CFE to expand the VITA locations to areas of the County where VITA services are most needed.

Our strategy has been to provide VITA services in areas that have limited availability and are underserved. As discussed above, for the 2017 tax season, the CFE has expanded the service to North County and is continuing to build partnerships with other agencies to further grow the program.

Our current locations are as follows:

LOCATION	PARTNER
East Los Angeles Community Center	East Los Angeles Community Corporation
Leland R. Weaver Library	N/A
Lennox Library	FDIC Alliance for Economic Inclusion
Lancaster Library	Department of Public Social Services

DCBA has mailed postcard announcements to households that live within a ½ mile radius of these locations. This helps to ensure that nearby residents are aware of this invaluable service. The department is also advertising the service on bus shelters throughout the County and on the departments' social media accounts.

Foster Youth

Teaching youth how to manage their money and be consumer savvy is crucial to helping them build long-term positive financial behaviors. This is especially true of transition-age foster youth (TAY) who are vulnerable to financial scams and misinformation. In March 2017, the CFE partnered with the Department of Children and Family Services to host a small focus group with TAY who were participants in the Supervised Independent Living Program to hear their thoughts on ways in which the CFE could assist their transition into adulthood. The discussion proved to be insightful and provided staff with a unique opportunity to include clients in program design. Information obtained during the focus group informed DCBA's decision to submit a Productivity Investment Fund (PIF) application seeking assistance in funding the development of a mobile application. This "app" would provide informational videos and include a goal setting feature, budget tracker, games and tip sheets amongst other resources that would assist TAY in their transition to adulthood.

The CFE has also partnered with the County's Department of Human Resources (DHR) to incorporate financial literacy training into the existing training offered to Career Development Interns (CDI), temporary workers and bridge employment programs. The CFE completed its first training for CDIs on February 28, 2018. DCBA will also partner with DHR to provide train-the-trainer sessions to DHR staff so that they can fully integrate the CFE's curriculum into these employment programs.

My Brother's Keeper Challenge: Career Exposure Program

On November 1, 2016, a motion by Supervisors Solis and Ridley-Thomas was adopted by the Board of Supervisors to accept the My Brother's Keeper Challenge. The Chief Executive Office (CEO) works with various County departments to implement strategies in order to improve opportunities and outcomes for boys and young men of color.

The CEO has expanded a 10-week paid career exposure program, started in the Sheriff and Fire Departments, aimed at introducing TAY to County career opportunities. The expanded departments are Mental Health (DMH), Public Works, and Parks and Recreation. The program will include both in class and on the job training. Seventy youth are expected to be in the first cohort. CFE staff will work with the above-mentioned departments to integrate financial education into their program curriculum and lead financial education and consumer protection workshops.

LifeSmarts

LifeSmarts is an educational program created by the National Consumer League with the aim of preparing young adults for real-world consumer decision-making. Through various partnerships and programs, LifeSmarts reaches 125,000 teens a year online and in classrooms nationwide to help shape a new generation of savvy consumers.

In California, the CFE serves as the state coordinator for the program. Our goal is to ensure that local youth have access to the skills, knowledge, and experience necessary to thrive in an ever-evolving marketplace. CFE successfully recruited seven teams from across the state to participate in the LifeSmarts challenge. Ultimately, four teams made it to the end of the competition, with two teams, Lincoln High School (SD1) and College Bridge Academy- Watts (SD2), making it to the final State championships. This was the first year that the department held an in-person State competition.

The competition was hosted by Lincoln High School in the First Supervisorial District. The teams competed to demonstrate their advanced knowledge of adult skills topics that included: consumer rights, personal finance, health & safety, technology, and the environment. The CFE is proud to announce that the College Bridge Academy Watts High School is the LifeSmarts State Champion for 2018! This marks the first time that a Southern California team will represent our state in the upcoming LifeSmarts Nationals event taking place in San Diego this April. The LifeSmarts National Competition brings together participants from nearly every state for a four day competition where teams have the opportunity to win prizes and college scholarships. The CFE will assist in staffing the National championship.

Goal 2: Take collective action to improve financial practices and systems that advance wealth equity

Financial Capability Partners

The CFE is a lead member of a cohort of service providers that meet regularly to discuss challenges and goals for financial capability programs in the County. The cohort includes: Koreatown Youth & Community Center, New Economics for Women, East Los Angeles Community Corporation, Mexican American Opportunity Foundation, Los Angeles City Family Source Centers, LIFT Communities, Opportunities to Assets, West Angeles Community Development Corporation, amongst others.

Through the CFE's work with this cohort, it was clear that many nonprofits experience turnover that makes providing regular staff trainings overly burdensome. The CFE recognized this as an opportunity to build the capacity of agencies currently providing financial capability resources and counseling in order to further support the financial stability and well-being of County residents.

To this end, the CFE has developed a standardized curriculum which utilizes the existing and commonly used training modules offered by the Consumer Financial Protection Bureau (Your Money, Your Goals) and added several modules pertaining specifically to the consumer protection work that we do here at DCBA. This value-added curriculum will be offered to CFE partner agencies through regularly scheduled trainings, free of charge. This allows the partner agencies that are providing these direct services to residents to build their infrastructure with the CFE alleviating the burden and costs associated with training staff.

The CFE is also working with these agencies to begin developing out a standardized approach to tracking and reporting on outcomes. This will allow the County to see the impact that these new programs are having on the financial well-being of its residents.

County High Cost Loans Motion

On December 12, 2017, your Board directed DCBA to develop strategies to help reduce the effects of high-cost loans among the County's low-income residents and families. In collaboration with Regional Planning, County Counsel, the Treasurer Tax Collector and the Department of Workforce Development, Aging and Community Services, CFE staff is working to:

- Identify best practices from other jurisdictions
- Develop a comprehensive marketing campaign to educate residents about the risks of these loans, and
- Identify safer and more affordable products that may serve as an alternative to high-cost loans

Additional information on this work will be included in the work group's report back to your Board next month.

Goal 3: Connect low-moderate income County residents to CFE information, services and consumer financial protections

CFE: Increased Visibility

In late 2017, the CFE launched a Twitter account using the handle @LACountyCFE to share financial empowerment tips and other CFE information with the public. The account allows the CFE to share program announcements, financial education and information about relevant County services with LA County constituents.

On January 3, 2018, the DCBA launched a redesigned website. The new site contains a section for the Center for Financial Empowerment, which highlights CFE programs and helps to increase visibility with the public. The website will become an important hub for information and resources for County residents.

To continue our efforts to raise awareness about the CFE, DCBA developed a one-page flyer and poster to market the services and resources available through the CFE. This flyer has been translated into the following languages: Armenian, Cambodian, Farsi, Korean, Russian, Chinese, Spanish, Tagalog and Vietnamese.

In addition, we launched a series of bilingual bus shelter ads on February 1st that will run through April 2018. Twenty-eight ads inform the public of the various resources that are available to them through the CFE.

BankOn Los Angeles County

The BankOn program is a national initiative dedicated to helping improve the financial stability of unbanked and underbanked consumers by connecting them to safe and affordable mainstream accounts in banks and credit unions. This initiative helps consumers avoid expensive alternative financial services and puts them on a path to increased savings and financial empowerment.

The CFE has built a BankOn Los Angeles County coalition that will lead the way to connecting County residents to safe, mainstream financial products. Since our last quarterly report, Citi has agreed to include their financial product in our portfolio of account offerings. In addition, SCE Federal Credit Union created a new financial product to meet the national BankOn standards for LA County residents. This speaks to the ability of the BankOn program to encourage financial institutions to better meet the needs of unbanked consumers.

To date, the BankOn LA County coalition members include:

County Departments:

- Children and Family Services
- Child Support Services
- Public Social Services
- Housing Authority

- Workforce Development, Aging and Community Services
- Military and Veteran Affairs
- Public Library
- Treasurer and Tax Collector
- Public Health
- Office of Education
- Parks and Recreation

Non-Profit Agencies:

- El Centro de Ayuda
- East Los Angeles Community Corporation
- Koreatown Youth + Community Center
- Chinatown Service Center
- International Rescue Committee-Los Angeles
- Pars Equality Center
- Children's Bureau (Lancaster)
- Coalition for Responsible Community Development
- Habitat for Humanity
- Mexican American Opportunity Foundation
- New Economics for Women
- Shields for Families
- Youth Policy Institute

Additionally, the City of Los Angeles has agreed to share BankOn information with the patrons of their 16 family source centers.

Financial Institutions:

- Beneficial Bank
- JP Morgan Chase
- Self-Help Federal Credit Union
- SCE Federal Credit Union
- Bank of America
- U.S. Bank
- Union Bank
- Citi

CFE staff held a coalition meeting on December 5, 2017, with the above-referenced partners to provide them with updates on the program. The meeting was also an opportunity for the CFE to solicit feedback and ideas on how to position the program for success.

Since that meeting, the CFE hosted a series of webinars to further engage partners and share ideas on how they may integrate BankOn into their existing services. The webinar provided tips on how to introduce the topic to clients, an overview of collateral materials available to partners and a review of the social media toolkit developed by the CFE (attached). The tool kit included links to DCBA and CFE social media as well as sample tweets and hashtags that partners could use to market the CFE, BankOn and tax time savings. The presentation also provided insight on how the agencies could incorporate the tool kit into their existing social media framework and provided a rough timeline for presenting the information. There were over 120 attendees participating in the webinars. The CFE employed a soft-launch of the BankOn program in January 2018 which consisted of the following:

- Launched new website content and BankOn promotional video
- Provided partner agencies with collateral material so they can integrate Bank On into their VITA services and other relevant programs
- Shared social media toolkit with partner agencies
- Installed BankOn bus shelter ads

The BankOn informational flyer has been translated into the following languages: Armenian, Cambodian, Farsi, Korean, Russian, Chinese, Spanish, Tagalog and Vietnamese.

To assist our partners in marketing their BankOn products, DCBA has developed marketing materials. This includes a window cling that participating financial institution locations can place in their windows to let consumers know that the location provides safe and affordable financial products.

The CFE plans to roll out a series of community events announcing the program in the Spring of 2018. This will include garnering earned media and hosting a community event for our target population. We will continue to report on the implementation of this program in subsequent board reports.

Conclusion

DCBA will continue to work with County partners and external stakeholders to further advance the goals and objectives of the CFE.

Please contact me should you have any questions or need additional information.

c: Chief Executive Office
Executive Office, Clerk of the Board
County Counsel
Department of Public Social Services
Department of Child and Family Services
County Library
Probation Department



Joseph M. Nicchitta
Interim Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

May 31, 2018

TO: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Joseph M. Nicchitta, Interim Director
Department of Consumer and Business Affairs

QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT ID#06928]

This report is the seventh quarterly report pursuant to your Board's direction and provides a status update on the Center for Financial Empowerment's (CFE) progress on meeting its goals. In this report, we provide updates on the following:

- Volunteer Income Tax Assistance (VITA);
- First Annual Financial Capability Summit;
- High Cost Loans Motion; and
- CFE Financial Capability Curriculum and Trainings.

Goal 1: Demonstrate Effective CFE Programs and Services

Volunteer Income Tax Assistance Program (VITA)

The Earned Income Tax Credit (EITC) provides a critical pathway to financial stability for working individuals and families who are struggling to make ends meet. The refundable tax credit helps families pay off debt, increase their savings and afford basic necessities. Although it is considered the nation's largest anti-poverty program, it is severely underutilized by taxpayers. Experts estimate that over \$1 billion in eligible funds go unclaimed in the State of California and millions of dollars go unclaimed in the County of Los Angeles each year.

The State of California credit, known as the CalEITC, offers qualifying families the opportunity to put additional money back into their pockets. However, since the credit is

still relatively new, many Californians are unaware that the credit is available. The CFE has made the EITC one of its key initiatives.

For the 2017 tax season, DCBA recruited 70 volunteers to become volunteer income tax preparers. Of those, 41 completed the training and passed certification. We hosted 7 Saturday "Tax Days" to provide free income tax preparation to qualifying County residents in high-need areas. The dates and sites were as follows:

Location	Partner	Dates
Leland R. Weaver Library - South Gate		February 3 rd and 17 th
Lancaster Library	Department of Public Social Services	February 10 th and 24 th
Lennox Library	FDIC Alliance for Economic Inclusion	March 3 rd and 17 th
East Los Angeles Community Service Center	East Los Angeles Community Corporation	April 7 th

In an effort to integrate additional services into our VITA program, we partnered with the Federal Deposit Insurance Corporation's Alliance for Economic Inclusion (AEI) to offer credit- building workshops at the Lennox Constituent Service Center. These workshops ran parallel with our free income tax preparation service at the adjacent Lennox Library and were well received.

AEI is a coalition of local financial institutions, consumer, community and local government organization leaders. AEI members promote the widespread availability and use of safe, affordable, and sustainable financial products from insured depository institutions that help people achieve financial stability and build wealth. Bankers from AEI's financial education workgroup volunteered to lead the credit building workshops at our Lennox VITA site. The workshops described why credit is important, explained the role of credit reporting agencies, explained credit scores and reports and provided tips on how to build and maintain good credit. Twenty-one consumers attended the workshops.

DCBA VITA Year Two Program Statistics:

Number of DCBA volunteers	34
Number of people served	114
Number of accepted e-file and paper returns	99
Total state and federal refunds awarded	\$167,967
Total state and federal EITC dollars claimed	\$73,173 (15% increase from last year)
Average refund amount ¹	\$1,697
Average federal EITC refund ²	\$1,892
Average adjusted gross income	\$21,886

¹ This is the total amount of refund dollars divided by the number of taxpayers served. It includes every return DCBA filed, not just those that were EITC eligible.

² The average amount of EITC dollars refunded to taxpayers.

The County Library provided IT technical support at all of our Tax Days hosted at library sites. Its support was integral to the success of our program.

The Department of Public Social Services (DPSS) also participates in the VITA program. We partnered with DPSS this year to provide VITA services in Lancaster, which is an area where there is a dearth of VITA resources. The CFE looks forward to building this partnership and further expanding efforts next year.

DPSS 2017 Tax Season Program Statistics:

Number of DPSS Volunteers	86
Number of accepted e-file and paper returns	353
Total federal refunds awarded ³	\$847,000
Total federal EITC dollars awarded	\$548,852
Average refund amount	\$2,842
Average federal EITC amount	\$2,541

Free Tax Prep LA

The CFE partnered with the City of Los Angeles, United Way of Greater Los Angeles, Citi Community Development and Koreatown Youth + Community Center in 2016 to form a cross-sector collaborative dedicated to multilingual EITC and VITA outreach. Known as Free Tax Prep LA (FTPLA), this initiative allows the partner agencies to leverage resources, align efforts and work collectively to amplify VITA as an effective alternative to expensive paid tax preparation services and to encourage the public to take advantage of EITC dollars.

The FTPLA collaborative planned two end-of-season events to leverage media coverage to educate consumers about the EITC and encourage County residents to file their tax return before the April 17th deadline. The first event, organized by the CFE, was a press conference held on April 12th at the Kenneth Hahn Hall of Administration. Supervisor Hilda Solis served as the keynote speaker. Other speakers included:

1. Brian J. Stiger, Former Director, DCBA;
2. Peter Manzo, President & CEO, United Ways of California;
3. Joe Sanberg, Founder, CalEITC4ME;
4. Anabel Marquez, IRS Spokesperson, Internal Revenue Service;
5. Jose Ramirez, Central City Neighborhood Partners Client;
6. Laura Peralta, Vice President, Citi Community Development; and
7. Abigail Marquez, Assistant General Manager, City of Los Angeles Housing + Community Investment Dept.

³ As of the date of this report, DPSS did not have data on the State refunds they filed.

In addition to the above objectives, the press conference offered a platform to announce an end-of-season income tax preparation marathon hosted at Central City Neighborhood Partners (CCNP).

The press conference received coverage in twelve news stories including La Opinion, KoreaDaily.com, Univision, and The Signal. It was also covered on three radio stations.

In an effort to capture last-minute tax filers, the FTPLA collaborative coordinated a 12-hour income tax preparation event at CCNP on April 17th, the tax filing deadline. Branded as *Free Coffee, Free Doughnuts, Free Taxes*, the event doubled as VITA services and a media event, receiving coverage on Good Day LA, ABC 7 News, Fox 11 News, and various print publications.

The statistics below summarize the event's success:

Total tax returns filed	264
Total refund amounts	\$211,963
EITC dollars awarded	\$81,215
Broadcast and print media coverage	10 outlets
Estimated coverage views	50,400

The FTPLA collaborative also launched a Twitter account this season to increase the scope of public messaging.

The following statistics summarize the success of the collaborative for the 2017 tax year:

Number of bus shelter ads in unincorporated Los Angeles County	25
Number of bus shelter ads in the City of Los Angeles	35
City of Los Angeles bus bench ads	60
Website ads (banners)	554,583 impressions / 510 clicks
Number of income tax returns completed	14,317 (22% increase from last year)
Total refund dollars awarded	\$18,651,772 (24% increase from last year)
Total state and federal EITC dollars	\$8,071,669 (23% increase from last year)

The Internal Revenue Service Stakeholder Partnerships, Education and Communication Division, manages the VITA program. The following data summarizes the success of all VITA sites in Los Angeles County (including those who are not members of FTPLA).

Summary of LA County 2017 tax year (2018 Season)⁴ statistics:

Total returns	55,775
Total additional Child Tax Credit	\$5,653,752
Total Federal EITC amount	\$19,496,186 (6% increase from last year)
Average Federal EITC	\$1,552
Average Adjusted Gross Income	\$23,395
Total refund amount	\$56,658,579
Total balance owed	\$ (10,453,704)
Average balance owed	\$ (1,048)
Total ITIN returns	1,473

Goal 2: Take Collective Action to Improve Financial Practices and Systems that Advance Wealth Equity

Financial Capability Summit

On April 4, 2018, the CFE hosted its first annual Financial Capability Summit at the California Endowment in Downtown Los Angeles. Using the theme, *Creating Pathways for the Financial Health of L.A. County Residents*, the summit served as an opportunity to engage stakeholders in conversations around improving the financial wellbeing of the County's low-moderate income (LMI) residents. The event served as an unofficial public launch, allowing us to introduce the CFE to a broad audience and situating the CFE as the regional convener for financial capability thought-leaders and practitioners. Supervisor Sheila Kuehl served as the lunchtime keynote speaker.

The summit drew 125 attendees from different sectors including: non-profit agencies, local and state government, financial institutions, and philanthropic organizations. It allowed us to provide attendees with tools, resources, and information to help them better serve LMI constituents.

The summit explored the following topics:

- Strategies for increasing the impact of the EITC;
- Understanding how health and gender disparities in the County relate to economic insecurity;
- Engaging youth to end the cycle of poverty;
- Exploring the intersectionality of financial empowerment and consumer protection;
- Highlighting breakthroughs in financial empowerment service delivery; and
- Strategies for improving marketing about financial capability programs.

⁴ As of May 2, 2018

In a follow up survey to attendees, 94 percent of respondents rated the conference as either "outstanding" or "good" on their evaluations. We look forward to hosting additional convenings and providing stakeholders with the tools and information they need to better serve County residents and improve pathways to financial stability.

County High-Cost Loan Board Report Back

On December 12, 2017, your Board directed DCBA to develop strategies to help reduce the negative effects of high-cost loans among the County's low-income residents. The workgroup identified Assembly Bill 2500 (AB 2500), known as the Safe Consumer Lending Act as a potential policy solution to mitigate the effects of high-cost installment loans. Currently, there is no limit on the annual percentage rate (APR) for loans ranging from \$2,500 to \$5,000; this bill would put in place a cap of 36% APR for those loans. Advocates believe that putting a limit on APRs will level the playing field for lenders that are providing access to safe and affordable loans.

The CFE has been closely tracking AB 2500 as a bill of interest and DCBA worked with the Legislative Affairs and Intergovernmental Relations branch of the County's Chief Executive Office to develop a support letter for the Board of Supervisors to adopt for this legislation.

Additional information on this, and other efforts DCBA and the CFE recommend in order to curb consumer dependence on high cost loans, will be presented in the report back to the Board on June 29, 2018.

Goal 3: Connect low-moderate income County residents to CFE information, services, and consumer financial protections

CFE Financial Capability Curriculum and Trainings

The CFE provides direct services to County residents and departments by providing financial capability training to those clients. The CFE works closely with many County departments to ensure that financial empowerment and consumer protection information is integrated into existing County services. From January 1, 2018 through May 11, 2018, the CFE's events and trainings were as follows:

Event Type	Description	No. Trained
DPSS Job Club Presentations	Presentations to CalWORKs recipients on topics such as banking, tenants' rights and understanding credit.	176
Youth Presentations	Presentations and workshops for youth including foster youth, Career Development Interns, and undergraduates enrolled in college. Topics include: savings, money management skill, credit, avoiding ID theft and more.	155

Event Type	Description	No. Trained
WDACS Hire LAX Program	Construction job training program for adults. Topics include money management and credit.	35
Dept. of Mental Health 2018 CalWORKs Symposium	Countywide symposium for CalWORKs recipients to promote self-sufficiency.	30
DHR youth employment programs	Presentation to Career Development Interns on how to buy a car; Train the trainer for DHR staff.	30

These presentations were led by CFE staff using materials developed by the CFE.

Conclusion

DCBA will continue to work with County partners and external stakeholders to advance the goals and objectives of the CFE.

Please contact me at (213) 974-9750 or jnicchitta@dcba.lacounty.gov, or Sabra Purifoy at (213) 974-9166 or spurifoy@dcba.lacounty.gov should you have any questions or need additional information.

c: Executive Office, Clerk of the Board
 Chief Executive Office
 County Counsel
 Children and Family Services
 Los Angeles County Library
 Probation Department
 Public Social Services



Joseph M. Nicchitta
Interim Director

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

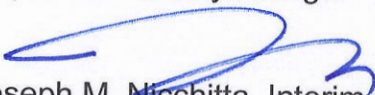
Members of the Board

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

"To Enrich Lives Through Effective and Caring Service"

July 10, 2018

TO: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: 
Joseph M. Nicchitta, Interim Director
Department of Consumer and Business Affairs

REQUEST TO CONSOLIDATE THE QUARTERLY REPORT ON THE STATUS OF THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19, AGENDA OF JUNE 14, 2016) [REPORT ID#06929] WITH THE ONE-TIME REPORT SUMMARIZING PILOT OUTCOMES AND MAKING RECOMMENDATIONS FOR THE FUTURE OF THE CENTER FOR FINANCIAL EMPOWERMENT [REPORT ID#06931]

On March 15, 2016, your Board approved a motion directing the Department of Consumer and Business Affairs, in consultation with other County departments, to conduct assessments, research, and draft findings on the feasibility of the development of a new Center for Financial Empowerment.

The motion deliverables included:

- An inventory and assessment of the County's current financial empowerment offerings;
- Obtain input from experts and stakeholders to advise the County on strategies, tools, best practices and performance metrics for a coordinated implementation approach; and
- Report on the findings and recommendations to develop a new Center for Financial Empowerment.

The Department of Consumer and Business Affairs submitted reports responding to the above on May 3, 2016, and May 31, 2016. Recommendations outlined in those reports were adopted by the Board, which, on June 14, 2016, directed the following:

- Establish the Center for Financial Empowerment as a two-year pilot;
- Enter into an agreement with Department of Public Social Services to provide financial literacy education to students who have recently graduated from high school through the "Cash for Grads" program;
- Accept a private grant of approximately \$280,000 to partially fund the Center for Financial Empowerment in Fiscal Year 2016-17; and
- Authorized securing a consultant to develop a strategic approach, align financial empowerment services throughout the County and develop comprehensive metrics.

Pursuant to the June 2016 motion, the Department of Consumer and Business Affairs provides written reports to your Board on a quarterly basis on the progress of the Center for Financial Empowerment. The eighth quarterly report for the Center for Financial Empowerment is due to your Board on August 23, 2018. The Department is also required to provide a one-time report on July 1, 2018 summarizing the pilot outcomes and making recommendations for the future of the Center for Financial Empowerment.

Since the Department of Consumer and Business Affairs is working to develop a comprehensive report summarizing the work of the Center for Financial Empowerment to date, the Department will consolidate the next quarterly report and the report on the pilot's outcomes and submit the consolidated report to your Board on August 23, 2018.

Should you have any questions, please contact me at (213) 974-9750 or jinicchitta@dcba.lacounty.gov; or Sabra Purifoy at (213) 974-9166 or spurifoy@dcba.lacounty.gov.

JMN:RC:rld

c: Executive Office, Board of Supervisors
Chief Executive Office
County Counsel
Children and Family Services
Los Angeles County Library
Probation Department
Public and Social Services



BOARD OF SUPERVISORS

Hilda L. Solis
Mark Ridley-Thomas
Sheila Kuehl
Janice Hahn
Kathryn Barger

COUNTY OF LOS ANGELES DEPARTMENT OF CONSUMER AND BUSINESS AFFAIRS

"To Enrich Lives Through Effective and Caring Service"



Joseph M. Nicchitta
Director

Joel Ayala
Chief Deputy

Rafael Carbajal
Chief Deputy

November 16, 2018

TO: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Joseph M. Nicchitta, Director
Department of Consumer and Business Affairs

FINAL REPORT ON THE COMPLETION OF THE PILOT PERIOD FOR THE CENTER FOR FINANCIAL EMPOWERMENT (ITEM NO. 19 OF JUNE 14, 2016)

On June 14, 2016, your Board adopted a motion co-authored by Supervisors Kuehl and Solis directing the Department of Consumer and Business Affairs (DCBA), in consultation with other relevant departments, to establish a Center for Financial Empowerment within DCBA to coordinate and align efforts to build economic stability and household wealth for low-moderate income County residents.

DCBA established the Center for Financial Empowerment (Center) on September 1, 2016, with support from Citi Community Development, which served as our founding corporate partner. The staffing level consisted of a manager and two line-staff. We partnered with County departments to integrate financial education into County services, launched a program to bring more unbanked residents into the financial mainstream and worked to raise awareness of the State and federal Earned Income Tax Credits. Since its establishment, the Center has forged partnerships with key subject matter experts and practitioners in the financial empowerment field including: the City of Los Angeles Housing + Community Investment Department, Federal Deposit Insurance Corporation, Department of Public Social Services, Department of Children and Family Services, Koreatown Youth + Community Center, and the Internal Revenue Service, among others. These organizations, along with our Steering Committee, Bank-On partners and Financial Capability Workgroup agencies, have helped shape the role of the Center and its accomplishments.

Your Board established the Center as a two-year pilot and directed DCBA to submit an end-of-pilot report summarizing pilot outcomes and offering recommendations for the Center's future. The end-of-pilot report is attached.

REPORT HIGHLIGHTS

The attached report describes the programs, partnerships, and services provided by the Center for Financial Empowerment, along with key findings, challenges, and lessons learned. Highlights from the report include:

Successes:

Financial Education

- In partnership with the Department of Public Social Services, the Center provided financial education workshops to 888 graduating high school seniors whose parents receive CalWORKs. The Center worked with the Department of Public Social Services youth to encourage self-sufficiency by training them on money management skills, the importance of saving, how to use credit responsibly, and do's and don'ts when renting an apartment. The program was the first of its kind to address generational poverty. Parents and students alike commended the program for providing information that was relevant and timely.
- Center staff conducted over 200 presentations that reached over 5,000 individuals. This includes presentations to consumers and train-the-trainer sessions for staff at non-profit agencies, Department of Public Social Services, Department of Human Resources, Workforce Development, Aging and Community Services, and other County departments. There is a strong demand for financial and consumer protection education both from the public and service providers. The Center has worked to create plain language curricula to meet this demand and created a new two-day training program to help improve the skillset of practitioners who work with low-moderate income County residents.

Asset Building

- It is estimated that roughly one million County residents do not have a bank account. The Center launched the BankOn Los Angeles County program with nine financial institution partners to facilitate access to safe and affordable checking accounts. Banking access is critical to individual and community financial security. The Federal Deposit Insurance Corporation provided guidance to help us implement our program and the Cities for Financial Empowerment Fund awarded the Center a \$10,000 grant to launch the program.

- In partnership with the County Public Library and support from the Internal Revenue Service, the Center provided free income tax preparation services to qualifying low-moderate income residents at libraries in underserved communities. This allowed the Center to help residents avoid paying for expensive tax preparation services and served as a catalyst to promote the Earned Income Tax Credit and tax-time savings.

Convening

- Hosted the first annual Financial Capability Summit to convene a diverse group of County departments, non-profit organizations, financial institutions and other stakeholders to discuss ways to improve pathways that help our constituents improve their financial health.

Policy

- Developed a comprehensive plan to address the negative impacts of high cost loans in partnership with the Department of Regional Planning which your Board adopted on October 16, 2018.

SUMMARY OF RECOMMENDATIONS IN THE REPORT

Based on the report's findings, DCBA recommends your Board direct DCBA to work with the Chief Executive Office to establish the Center as a permanent program within DCBA and to modify the Center's organizational structure to scale up activities and impact, become the go-to resource for County departments looking to integrate financial capability into their programs, and position itself as the leading regional convener for financial empowerment initiatives.

Going forward, the Center is expected to play a key role in helping the Board improve local economic conditions by focusing on the financial empowerment needs of low-moderate income individuals and families, while helping partner organizations better align resources and build capacity. Specifically, the Center should:

- Administer a robust, countywide campaign to increase awareness of and access to the State and federal Earned Income Tax Credit, including identifying, assessing and implementing both public and private partnerships with organizations that spread awareness of and access to the Earned Income Tax Credit, and partnering with County departments that provide volunteer income tax assistance (VITA) services to enhance the coordination and effectiveness of VITA service delivery.
- Offer train-the-trainer events, organize convenings, and develop a financial capability trainer and coach certification program to build capacity and

professionalize the services of the Center's partners who provide financial capability education and coaching to low-moderate income individuals and families.

- Host a second annual Financial Capability Summit in 2019 to solidify the Center's role as a regional convener and share best practices with participating organizations and individuals.
- Integrate the Center's programming into services offered by other County departments to standardize and enhance those services, such as preparing an approved financial empowerment curriculum to be used across all County departments.
- Establish a data collection and reporting program to quantify and qualify the impact of the Center's services and programs.
- Brand and market the Center's programs and service and increase the scale and reach of those services, including acquiring technology to bring financial capability tools to all the County's consumers, and increasing resources to execute a comprehensive marketing and outreach campaign to educate consumers on financial empowerment programs and services.

Should you have any questions or need additional information, please contact me at (213) 974-9750 or jnicchitta@dcba.lacounty.gov, or Rafael Carbajal, Chief Deputy Director, at (213) 974-0834 or rcarbajal@dcba.lacounty.gov.

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LOS ANGELES COUNTY
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Get Financially Empowered *Resource Guide* 2018

Center for Financial Empowerment

Pilot Demonstration Report

STEP 1

Make a Plan

Do you find it difficult to track your money?
Take charge of your finances through the
use of a budget.

Achieve your financial goals by creating a budget. A budget can serve as a plan that can help you:

- Itemize your money
- Prioritize how you spend your money
- Pay off debt
Pay off debt by either paying debt that has the highest interest rate first or pay the smallest debt with the largest payment possible, until paid off. Be sure to incorporate debt repayment into your budget. You should always pay more than the minimum balance on credit card bills. This will help you pay off the debt sooner.
- Identify spending leaks and stop them

• Pay your bills on time

• Build your emergency fund

This means setting aside some of your income to cover unexpected expenses so you can avoid relying on credit and high-cost loans.

• Set financial goals

Set financial goals for your short term and long term future. Creating goals can help you turn your vision into reality.

Los Angeles County



November 15, 2018

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EXECUTIVE SUMMARY

In 2015, the Los Angeles County Board of Supervisors advanced a number of policies to promote economic development and help lift County residents out of poverty. With no coordinating entity within the County to address poverty from a financial empowerment perspective, Supervisor Sheila Kuehl and Supervisor Hilda Solis co-authored a motion on March 15, 2016, to direct the Department of Consumer and Business Affairs (DCBA) in consultation with other County departments to conduct assessments, research, and findings on the feasibility of the development of a new Center for Financial Empowerment (hereafter CFE).

The CFE officially launched on September 1, 2016 as a two-year pilot. The CFE's mission is to **coordinate and align cross-sector efforts to build economic stability and household wealth for low to moderate income County of Los Angeles residents**. This report summarizes the program's success, shares key learnings, and suggests the resources needed to further develop the CFE.

From August 2016 to June 2018, the CFE accomplished the following outcomes:

- Conducted over **200** presentations that reached over **5,000** individuals. These presentations educated high school students, foster youth, seniors, persons who were formerly incarcerated, low-income families, disabled adults, and County employees.
- Established the BankOn Los Angeles County program with **9** financial services providers to help improve the financial stability of unbanked and underbanked consumers with safe and affordable accounts and provided free income tax preparation for qualifying low-moderate income individuals and families.
- Recruited and trained **65** team members to become volunteer tax preparers for the 2016 and 2017 tax years, and as a founding member of Free Tax Prep LA campaign, its efforts resulted in **\$14,618,463** in total State and Federal EITC refund dollars for L.A. County during the 2016 and 2017 tax years.

On April 4, 2018, the CFE hosted its first annual Financial Capability Summit at the California Endowment in downtown Los Angeles for **125** attendees with the theme, **Creating Pathways for the Financial Health of L.A. County Residents**. The event served as an unofficial public launch, allowing for the introduction of the CFE to broad audiences and situating the CFE as L.A. County's regional convener for financial capability thought leaders and practitioners.

The CFE achieved all the directives prescribed in the March 2016 motion and set the foundation for the growth of its programs and activities. While the overall pilot was successful in launching new financial capability programs and mobilizing local service providers for increased collaboration, there are key

takeaways and recommendations that must be considered to bolster the CFE and improve its programs, services, and impact moving forward.

Key Recommendations

1. Establish the Center for Financial Empowerment as a permanent and integral DCBA program

The two-year pilot period illustrated the fragmented and siloed nature of existing financial empowerment services offered by County departments and external agencies. The County needs an entity to serve as a regional leader and convener who can work with service providers across sectors to align goals, foster collaboration and better integrate financial capability into social services. This will help the County and non-profit agencies develop more holistic and well-rounded approaches to service delivery. Likewise, the County needs an entity to educate, empower and protect low-moderate income residents so they can build assets, avoid predatory practices, and make the most of their financial resources. The CFE needs permanency to build on the foundation laid during the pilot to tackle these issues.

Recommended Actions:

- Assess and determine a sustained budget for the CFE, including staffing, coordinated marketing/branding, and program/data management applications.
- Research and recommend a structure that establishes an intermediary that can fundraise and administer grants and contracts on behalf of the CFE.
- Increase staff positions to support the management and growth of CFE programs and activities

2. Create a CFE-led EITC countywide awareness campaign

The CFE held “tax days” on select Saturdays during the tax season to help qualifying low-moderate income tax payers file their return for free. While there is a need for more Volunteer Income Tax Assistance (VITA) providers in the County, the CFE recognizes that our non-profit organization partners are better suited to provide income tax preparation as a direct service because they can offer it as a year-round service and require their staff to serve as tax preparers. The CFE is better positioned to focus on state and federal Earned Income Tax Credit (EITC) awareness and capacity building for partner organizations. Research shows that over \$500 million in federal EITC credits goes unclaimed in L.A. County. Furthermore, approximately 25% of taxpayers who are eligible for the state EITC reside in L.A. County. The less-than-ideal utilization is partly due to lack of consumer awareness and missed opportunities for program integration. The CFE needs to focus solely on EITC outreach by coordinating a large-scale, year-round, multipronged public awareness campaign that includes capacity building opportunities for partner agencies who provide VITA services to County residents. This will help to increase the amount of EITC dollars returned to low-income individuals and families and allow partners to leverage resources. This can also serve as a platform for the CFE to connect taxpayers to BankOn Los Angeles County and encourage residents to save a portion of their return.

Recommended Actions:

- Position the CFE to serve as the lead coordinator for County EITC efforts in order support existing VITA initiatives with both County and Non-Profits partners to maximize outreach and awareness and expand regional capacity.
- Identify, assess, and implement both public and private partnerships with organizations that spread awareness and access to both of the State and Federal EITC's.
- Connect EITC to BankOn Los Angeles County products to promote savings and wealth building for low-income residents.

3. Build provider capacity and share best practices through trainings, convenings and the professionalization of financial capability/coaching

Los Angeles County residents face many obstacles to achieving financial stability. The region needs an entity to convene the financial capability sector to share best practices, problem-solve, and reduce silos to better serve our constituents. The CFE can bring value to the field by filling this need through convenings, trainings and establishing a local financial coaching certification program. Through these activities, the CFE could add tremendous value to the field by establishing a robust network of high-quality financial empowerment service providers who will be well equipped to meet the needs of County constituents.

Recommended Actions:

- Develop a County of L.A. CFE financial capability trainer and coach certification program that establishes a professionalized standard of excellence for the sector, and creates a pipeline of trainers and coaches to serve more low-moderate income families in L.A. County.
- Secure sponsorships to host a 2nd Annual Financial Capability Summit in 2019 to share best practices.

4. Increase countywide departmental partnerships, integration, data collection and reporting to the CFE

The County stands to benefit from implementing a more consistent process for data collection across County departments to ensure consistency on how we measure the impact and success of our financial capability services. Multiple Departments offer varying levels of financial capability services. The CFE is positioned to help set a foundation for streamlining processes that can facilitate integration and leveraging of resources across County departments. A deliberate and coordinated effort amongst all County partners who work directly with our target clients can help achieve the greatest impact.

Recommended Actions:

- In partnership with relevant Departments, the CFE can lead efforts to develop a shared process for data collection and reporting which includes the integration and coordination of programs and services, to maximize efforts and ensure comprehensive capture of County impact.

5. Coordinated branding and marketing of CFE programs and services while leveraging innovation to scale financial capability services

There continues to be a need to convey a clear message to the community-at-large as to the various CFE services offerings, while also removing the burden from individual organizations struggling to market programs separately. Additionally, the CFE needs to explore leveraging technology to integrate into its services offerings as a solution in scaling its direct impact.

Recommended Actions:

- Build innovation in the financial capability sector in Los Angeles by researching and leveraging a technology application that makes financial capability tools more accessible to all of L.A. County's consumers at any time.
- Increase resources to coordinate and execute a comprehensive L.A. County CFE marketing and outreach campaign to better educate and inform consumers on financial empowerment programs and services.

ESTABLISHMENT OF CFE

Rationale for the Establishment of the CFE

In 2015, the Los Angeles County Board of Supervisors advanced a number of policies to promote economic development and help lift County residents out of poverty, including: raising the minimum wage, promoting small business development, and reducing homelessness.

Data from Prosperity NOW revealed that 49% of County residents were liquid asset poor; meaning that nearly half of our residents lack enough savings to live above the poverty level for three months if they lost their job.

Additionally, the United States Census Bureau estimated that L.A. County was the third least-banked region in America with 28% of County households as either *unbanked* – having neither a checking nor savings account or *underbanked* – having a checking or savings account, but regularly using alternative financial service products. This equated to a loss of \$142 million by low-moderate income residents being spent on check cashing and payday loan fees annually.

Furthermore, the IRS estimated L.A. County's low-moderate income residents regularly fail to claim more than \$300 million in Federal EITC funds each year. Similarly, the enactment of the California Earned Income Tax Credit in 2015 provided an additional refundable tax credit for very low-income households but many qualifying tax payers were unaware of the credit.

Citing these and other factors in their March 15, 2016 motion, the Board envisioned establishing a CFE to serve as an extension of their investment in helping County residents achieve greater economic security and well-being through the expansion of financial empowerment programs within the County.

Board Motion

With no coordinating entity within the County of Los Angeles to address poverty from a financial empowerment perspective, Supervisor Sheila Kuehl and Supervisor Hilda Solis co-authored a motion on March 15, 2016, to direct the Department of Consumer and Business Affairs (DCBA) in consultation with other County departments to conduct assessments, research, and findings on the feasibility of the development of a new Center for Financial Empowerment.

The motion deliverables included:

- An inventory and assessment of the County's current financial empowerment offerings.
- Seek input from experts and stakeholders to advise the County on strategies, tools, best practices, and performance metrics for a coordinated implementation approach.
- A summary report that shares findings and recommendations to develop a new Center for Financial Empowerment.

Initial Pilot Demonstration

On May 31, 2016, the DCBA submitted a report to the BOS on the proposed establishment of a countywide Center for Financial Empowerment (item no. 3, agenda of March 15, 2016). Based on their outreach with stakeholders and internal assessments of existing resources, the DCBA put forth initial strategic objectives and recommendations on how the CFE can coordinate and align the County's existing efforts with external stakeholders.

Strategic objectives and recommendations for the establishment of the CFE included:

- Build strategic partnerships with local, state, and federal governments, academia, nonprofit, and financial institutions.
- Implement a centralized approach to services beginning with targeted populations and extending to broader community.
- Create a marketing and outreach campaign to engage diverse communities and inform the public about available financial empowerment services.

- Develop a set of metrics to measure the outcomes of existing County financial empowerment services and the results of the two-year pilot.

The targeted populations identified in the initial recommendations included 1) youth, between 14-24 years of age, with an emphasis on foster and transition-age youth, and 2) families and individuals who are eligible for the Federal and State Earned Income Tax Credit (EITC).

The CFE determined these populations based on guidance from the CFE Steering Committee¹, youth focus groups, and County partners who all conveyed the need for youth, especially foster youth who may be more vulnerable and susceptible to fraud and scams, to have access to financial education and tools to build their financial aptitude and set the foundation for long term habit change. In regards to the Federal and State Earned Income Tax Credit, it was acknowledged that the EITC funds are significantly underutilized and the CFE could assist local residents' access and secure the EITC refund they earned.

CFE MISSION AND STRATEGY

Mission and Purpose

The CFE was established to **coordinate** and **align** services provided by government, nonprofit, academia, and for-profit sectors to improve financial capability of low-to-moderate income consumers. As a result, the following mission statement was developed by DCBA to clearly convey the focus and purpose of the CFE:

The Center for Financial Empowerment (CFE) coordinates and aligns cross-sector efforts to build economic stability and household wealth for low to moderate income County of Los Angeles residents.

Acting as the L.A. regional financial capability convener across sectors, the CFE is leveraging existing resources, building new partnerships, and innovating new programs to empower consumers to make informed financial choices. The CFE can achieve this by focusing on the following three goals:

¹See page 9 for a more detailed description of our steering committee.

CFE Goals

1. Demonstrate effective CFE programs and services

The CFE builds and supports effective programs and services through coordination, guidance, and shared measurement systems. The key programs and services are focused around Financial Capability, Asset Building, Tax Programs, and Consumer Protection.

2. Take collective action to improve financial practices and systems that advance wealth equity

The CFE captures and leverages best practices and research, drafts and supports policies, and convenes partners to tackle shared challenges. Through joint research and collecting lessons from the field, the CFE disseminates that knowledge through publications while hosting convenings to actively engage the field to learn and connect with each other to improve practices and systems for the benefit of low-moderate income families in L.A. County.

3. Connect low-moderate income L.A. County residents to CFE information, services, and consumer financial protections

The CFE promotes coordinated marketing and outreach of CFE programs, information, and consumer financial protections. The purpose is to create greater access and awareness of resources for low-moderate income families, while also consolidating marketing efforts to leverage resources to assist county and nonprofit partners gain greater reach in serving more individuals in need of financial capability support.

Advisors + Partners

The DCBA identified key advisors and formalized a CFE Steering Committee to enlist the perspectives of a broad range of subject matter experts. These individual members represent the cross-sector partners needed for the success of the CFE and are comprised of the following organizations:

- Citi Community Development
- City of Los Angeles
- Federal Deposit Insurance Corporation
- JP Morgan Chase
- Koreatown Youth and Community Center
- Los Angeles County Chief Executive Office
- Los Angeles Local Initiative Support Corporation (LISC)

- REDF
- SCE Federal Credit Union
- Self-Help Federal Credit Union
- Southern California Grantmakers
- United Way of California
- United Way of Greater Los Angeles

The Steering Committee meets quarterly to provide guidance in the design and implementation of the CFE's programs and services, while leveraging their networks to connect the CFE to opportunities, resources, and partners that can advance the CFE.

The CFE also established resource partners countywide who agree to partner with the CFE by providing financial empowerment services and being listed in the CFE's Resource Guides. They include the following organizations.

Financial Empowerment Service Partners		
Coalition for Responsible Community Development	City of Los Angeles FamilySource Centers*	Department of Public Health
Department of Public Social Services	East LA Community Corp.	Habitat for Humanity of Greater Los Angeles
Koreatown Youth & Community Center	LIFT – LA	Mexican American Opportunity Fund
New Economics for Women	Pars Equality Center	Workforce Development, Aging and Community Services
Youth Policy Institute		

**includes 13 individual organizations within the network*

PROGRAMS AND ACTIVITIES

Goal 1: *Demonstrate effective CFE programs and services*

The CFE identified 4 service areas to impact low-moderate income residents of L.A. County. The four areas include: **1)** Financial Capability, **2)** Asset Development, **3)** Tax Programs, and **4)** Consumer Protections. These areas help individuals make better informed financial decisions and provide opportunities for building wealth.



Financial Capability

The CFE works to help individuals and families build capacities through knowledge, skills, and access to resources with the following programs:

CFE Curriculum Standard + Train the Trainer

The CFE has created a number of topical consumer presentations and curricula for various financial education needs over the course of the pilot period. Additionally, the CFE developed a new train-the-trainer standardized financial education curriculum for financial coaches, housing counselors, case managers and other front-line staff who work directly with low-moderate income families. The training was created due to the need to integrate information on local social services and more comprehensive information on consumer protection issues. Leveraging the Consumer Financial Protection Bureau's *Your Money, Your Goals* toolkit, the CFE designed additional modules focused on consumer rights and local social services to create a curriculum that is unique to L.A. County. In addition to the training binder, participants receive a copy of the CFE resource guide to reinforce the principles taught and connect attendees to local nonprofit agencies and County services that can benefit their clients.

After creating the new training curriculum, the CFE began to provide two-day train-the-trainer workshops, utilizing the newly standardized curriculum to build the capacity of local financial capability practitioners. The first session launched on June 28, 2018, training 25 nonprofit case managers and financial coaches and again on September 27-28, 2018.

The curriculum is administered as a two-day training and includes the following topics.

Personal Finance (*day 1*)

- Make sense of your cents
 - How to have the “money conversation”
 - Managing income and expenses
 - Understanding social service benefits
- Understanding how to use credit and learning how not to abuse it
 - Saving
 - Identifying safe and affordable financial products
 - Understanding credit

Consumer Rights (*day 2*) additional module designed by the CFE

- Making informed financial decisions
 - Dealing with debt
 - Avoiding common consumer scams

- Identity theft prevention and resolution
- Practicing to be a savvy consumer
 - Review of common consumer transactions: renting an apartment and buying a car

CFE also partnered with other County Departments to provide a condensed version of the training to departmental staff.

- **Department of Public Social Services (DPSS)** - the CFE hosted and conducted 6 train-the-trainer sessions from May 23-June 6, 2018 and trained 115 DPSS staff.
- **Children and Family Services** - the CFE trained 13 of their social workers.
- **Human Resources** – the CFE trained 4 of their talent solutions staff.

In conjunction with the adult curriculum, the CFE also developed youth financial capability curricula ² that takes many of the same topics, but adjusts them for the needs of young people. The CFE staff utilized portions of the adult and youth content to provide direct service trainings to County residents and department clients. From August 2016, to June 2018, the **CFE conducted over 200 presentations that reached over 5,000 individuals**. These presentations educated high school students, foster youth, seniors, formerly incarcerated, low-income families, disabled adults, and County employees and were tailored to meet each population's needs by leveraging pieces of content from the CFE financial education curriculum.

Example CFE Financial Capability Presentations Illustrates a sampling of CFE direct service presentations to various vulnerable populations	Number Trained
DPSS Job Club presentations to CalWORKs recipients on banking, tenant rights, and credit	1,031
Youth Presentations foster youth, high school students, career development interns, My Brother's Keeper youth, and college students on basic money management, savings, credit, and ID theft	2,107
WDACS Hire LAX Program trained construction pre-apprentices on money management and credit	60
Department of Mental Health (2018 CalWORKs Symposium) promoted self-sufficiency to CalWORKs recipients	30

² Refer to the Addendum – Item 1 for a detailed outline of the youth curriculums

“With support from the Los Angeles County Center for Financial Empowerment, the MAOF has been in discussion with other key financial capability partners in Los Angeles to professionalize the field of financial coaching. Over the last year and through our collective work, it has been identified that the financial coaches are integral to the daily operations and success of any financial capability program. By standardizing training for all new financial coaches that is tailored to meet the needs of Los Angeles residents, nonprofit organizations will enhance the effectiveness of their programs. This means that new financial Coaches will receive the same “initial” training before receiving secondary training at their respective organizations.”



ISAIAS HERNANDEZ
Community Development Director
Mexican American Opportunity Foundation

CFE Sponsored NeighborWorks Certification

As part of the NeighborWorks America Financial Capability certification, the CFE staff and select service partners³ are undergoing their training to receive a professional certificate in financial capability. This will further professionalize the teaching of financial education, while developing the industry knowledge for the region to allow for a deeper understanding of the components needed for a successful financial capability program. The suite of trainings will conclude in November 2018.

Youth Focused Programming

Educating youth gives the CFE the opportunity to teach them how to be consumer-savvy and develop good financial habits, which supports the County’s goal of improving young people’s transition into adulthood. The CFE youth programs are as follows:

Cash for Grads – In partnership with DPSS, CFE provided financial education workshops to their graduating high school seniors whose parents are in CalWORKs. CFE worked with DPSS youth to encourage successful completion of high school by training the youth on becoming consumer savvy adults. With the focus on money management, savings, credit, and renting an apartment, **888 young**

³ DCBA – including foreclosure prevention and small business, Koreatown Youth and Community Center, Mexican American Opportunity Foundation, El Centro de Ayuda, West Angeles CDC, East Los Angeles Community Corporation, and City of LA FamilySource

people completed the workshop, and the program demonstrated the potential for effective internal County partnerships with the CFE. Testimonials from a youth and parent involved in Cash for Grads:

“The \$500 was very useful to purchase books and supplies that I needed. I was also able to use the money management class with Consumer Business Affairs to obtain a refund on a purchase I made.”

Daniel – Student

“It was a positive experience for my son, even going to the library to take the Money Management class and learn how to manage his money. I thought it was a good idea because kids nowadays like to spend money once they get it without a care in the world. It is a helpful thing and a good experience for someone to teach him how to manage his money. “

Amelia – Parent

LifeSmarts – LifeSmarts is a statewide competition that serves as the CFE’s financial empowerment tool for all middle and high school age youth. The free program provides a comprehensive curriculum that empowers students with the skills, knowledge, and experience to become savvy and responsible consumers. A teacher or youth mentor registers their team of students on the lifesmarts.org website and players compete in monthly tests covering various subjects. In order to qualify for the state championship, students must demonstrate competency in all of the following subject fields: Personal Finance, Health & Safety, Technology, Consumer Rights, and Environmental Impact.

In the 2017-2018 school year, the CFE was proud to host the first ever in-person competition to determine California’s LifeSmarts Champion. Teams from Lincoln High School and College Bridge Academy Watts demonstrated their knowledge in an exciting academic-decathlon-style event. Participants walked away with prizes and medals, but Watts ultimately earned the title of California State Champion. While both schools serve communities facing adverse socio-economic conditions, the win for College Bridge Academy Watts was especially poignant as it is a second-chance charter high school serving at-risk students that have been removed from other schools, are behind on credits, have a mental health diagnosis, have struggled in a traditional classroom setting, are foster youth, and/or are in probation system. The victory was well deserved, and the students were awarded recognitions from the Office of Supervisor Mark Ridley-Thomas.

2016 – **1 Team** completed all required coursework and competed in the online state competition

2017 – **3 Teams** completed all required coursework and competed in the online state competition

2018 – **4 Teams** completed all required coursework. **2 Teams** competed in the in-person state competition

In total, 132 students participated in teams to compete and increase their financial capabilities.

“The LifeSmarts program challenged the students to learn various useful subjects that allowed them to expand their knowledge and gain leadership skills. All of the students were very grateful to have been able to travel to San Diego, and compete in the National competition where they were able to gain new friends from different states. The competition was very well structured and kept the students engaged the entire time. I am confident that due to the knowledge received through this program, the students will be able to make wise health and finance decisions in their adult lives.”

Wendy Estrada

AVP, Branch Manager De Novo

Team Coach (Union Bank)

Abraham Lincoln High School

Mad City Money - The CFE partnered with Department of Children and Family Services and SCE Federal

Credit Union to bring the Mad City Money event to L.A. County foster youth. Mad City Money teaches youth about money management through “real world” simulation in which youth take on the role of an adult. They are given a persona that includes their occupation, salary, and family size, and must learn to navigate life challenges such as choosing housing, transportation, dealing with surprise expenses, paying off debt, and learning how to live within their means.



Photo 1: Mad City Money DCFS youth participants

Foster youth are a vulnerable population when it comes to a lack of financial education. Hosting an event like Mad City Money provides these youth a glimpse of what it takes to deal with life’s financial responsibilities and learn to develop healthy money habits during foster care and into adulthood. The Mad City Money event was held at Rio Hondo College on June 21, 2018 with 31 participants between the ages of 14-20.

Shared Impact Metrics

During the pilot period, the CFE began leading and convening the **Financial Capability Partner Network**⁴, a group of experienced financial coaching practitioners. The network was developed to build the capacity of member providers, professionalize and standardize services, and work collectively

⁴ Koreatown Youth and Community Center, Mexican American Opportunity Foundation, East Los Angeles Community Corporation, LIFT-LA, New Economics for Women & FamilySource Centers

to demonstrate collective impact throughout Los Angeles County. As the advanced practitioner network in the region, the CFE has begun to coordinate a shared metrics identification and collection process to aggregate impact for the region.

The Network agreed upon four key metrics:

- 1. Increased Income**
- 2. Reduced Debt**
- 3. Increased Savings**
- 4. Improved Credit**

Based on these identified and agreed upon metrics, the CFE created a reporting template and will schedule periodic data collection, starting July 2018, from the Network partners to show collective impact of services in L.A. County. The CFE will continue to work with the existing members, recruit qualified new members, and support the Network's needs in collectively demonstrating impact while advancing financial capability services to more L.A. County low-moderate income residents.



Asset Building

Asset building refers to strategies that move individuals and families towards economic well-being through increased resources and financial assets, such as savings, homeownership, business ownership and education. For the CFE, asset building is an important focus because it is the application of financial education to achieve greater economic security. As explained by the Asset Funders Network, asset building makes prosperity achievable and helps families move beyond living paycheck-to-paycheck to increase their agency, build wealth and strengthen communities⁵. Layering financial education, appropriate financial products, with asset building programs can help individuals and families move towards the goal of economic security.

BankOn

The initial approach for the CFE focused on access and utilization of safe and affordable financial products. In 2017, the CFE began planning and coordinating a countywide BankOn program as part of the national initiative dedicated to helping improve the financial stability of unbanked and underbanked consumers with safe and affordable mainstream bank and credit union accounts and avoiding expensive alternative financial services.

BankOn L.A. County works to improve the financial stability of unbanked and underbanked residents by:

⁵ Asset Funders Network. "What is Asset Building?" <https://assetfunders.org/the-issue/what-is-asset-building/>

- Encouraging financial institutions to meet the National Account Standards (NAS)
- Working with County departments and nonprofit agencies to integrate BankOn into existing social services and asset building programs
- Hosting community events with partner agencies and increasing awareness through joint marketing and outreach.



In January 2018, the CFE conducted a BankOn Los Angeles County soft launch to ensure County residents had access to accounts during the tax season. During the summer of 2018, the CFE hosted two community events in partnership with our financial institutions, County departments and non-profit organizations to officially launch the program and market the BankOn opportunity⁶.

To date, the CFE team enlisted **9 financial services partners**, ensuring a mix of credit

unions, private banks and over a dozen community-based coalition partners that agree to share BankOn information and connect clients to partners. To manage for quality of financial products, the CFE encourages all financial services partners to work towards having their accounts certified by the Cities for Financial Empowerment Fund. The following page represents the confirmed partners and the account benefits currently being offered.

As a result of the CFE's outreach and continued engagement, the CFE also supported and guided SCE Federal Credit Union and Self-Help Credit Union in officially creating BankOn qualified accounts.



BankOn Highlight

BankOn
Los Angeles County

The Saavedra family came to El Centro de Ayuda (BankOn nonprofit coalition partner) seeking family financial assistance and academic support. They were able to access BankOn L.A. County services and financial coaching that allowed for Rosio Saavedra to tangibly improve her household financial stability.

Prior to linking up with El Centro de Ayuda, Rosio experienced predatory lending on a car payment plan. Her financial coach connected her to a BankOn partner, SCE Federal Credit Union where she accessed safe and affordable banking services and was able to refinance her payments at a lower APR resulting in direct savings.

⁶ The events were held in Van Nuys and East Los Angeles.

<div> <p>You've earned your money. Don't lose it through costly fees.</p> <p>See the list below of checking accounts available to you to take advantage of benefits of free bank alerts, direct deposit, and more!</p> </div> <div>  <p>BankOn Los Angeles County YOUR MONEY IS WORTH PROTECTING. BANK ON IT.</p> </div> <div>  <p>LOS ANGELES COUNTY CONSUMER & BUSINESS AFFAIRS CENTER FOR FINANCIAL EMPOWERMENT</p> </div>											
BANKS AND CREDIT UNIONS	CHECKING ACCOUNT NAME	MINIMUM OPENING DEPOSIT	MONTHLY MAINTENANCE FEE	OVERDRAFT FEE	NON-SUFFICIENT FUNDS FEE	INACTIVITY FEES	ATM FEE (IN-NETWORK)	ATM FEE (OUT-OF-NETWORK)	CHECK CASHING FEE	ONLINE BILL PAY	ACCEPTS ALTERNATIVE FORMS OF ID
*CITIBANK	Access Account	\$0	\$10 or less	None	None	None	No Fee	\$2.50	No Fee	No Fee	Yes
*BANK OF AMERICA	SafeBalance Banking	\$25	\$4.95	None	None	None	No fee and unrestricted	\$2.50 In US/ \$5.00 In foreign country	No Fee	No Fee	Yes
BENEFICIAL STATE BANK	Positive Change e-Checking	\$50	No Monthly Fee	One time free per year	One time free per year	None	No Fee	\$2.50	No Fee	No Fee Online Bill pay	Yes
*CHASE BANK	Liquid Card	\$25	\$4.95	None	None	None	No Fee	\$2.50	No Fee	No Fee Online Bill pay	Yes
*SCE FEDERAL CREDIT UNION	Checkless Checking	\$0 (\$15 for membership)	No Monthly Fee	None	None	None	No fee and unrestricted	\$0	No Fee for Members	No Fee	Yes
*SELF-HELP FCU	Access Checking	\$0 (\$5 for membership)	\$3 or less	None	None	None	No Fee	\$0	\$5	Not Available	Yes
UNION BANK	Access Account	\$25	\$6 or less	None	None	None	No Fee (except \$1 for mini Statement)	\$2.50 In US/ \$5.00 In foreign country	No Fee	Not Available	Yes
*U.S. BANK	Safe Debit Account	\$25	\$4.95	None	None	None	No Fee	\$2.50	No Fee	No Fee Online Bill Pay	Yes
FIRST FOUNDATION	Supportive Checking Account	\$25	\$0	None	None	\$0	No Fee	\$0, all ATM transactions are reimbursed	No Fee	No Fee	Yes

*This bank or credit union has a national certification for their checking account from the Cities for Financial Empowerment Fund indicating accounts are safe and affordable. Fines and fees are subject to change.

Need help understanding the benefits of banking or want to discover more ways you can give your money a purpose? Visit dcba.lacounty.gov for Los Angeles County's Center for Financial Empowerment's Resource Guide 2017. Community organizations listed in the resource guide can give you additional information on the benefits of banking.

7/11/2018

Securing BankOn Financial Institution Partners

The CFE learned that relationships matter. It is critical to identify the appropriate contact within the bank or credit union, consistently engage them, and work to get buy-in and approval through the bank/credit union's appropriate channels to be successful in securing financial institution partners. While this may take weeks to months, once approved, the CFE must then work with the financial institution to receive the account features translated into the 9 threshold languages (English, Spanish, Tagalog, Cambodian, Farsi, Armenian, Korean, Chinese and Russian), and ensure its accuracy.

In addition to extensive relationship building, starting a Countywide BankOn program required researching previous models and addressing pitfalls that impacted those models. This includes challenges faced by smaller financial institutions in meeting the account standards, and the limitation of credit unions that may not serve all based on their member population focus. Despite these

challenges, the CFE successfully worked with Beneficial State Bank, Self-Help Federal Credit Union, SCE Federal Credit Union, and First Foundation to help them become certified partners and ensure that our BankOn portfolio included offerings from credit unions and smaller financial institutions.

Spotlight: BankOn Collaborative Partnerships to Increase Outreach

The Los Angeles County America's Job Centers of California (AJCC) system is currently partnering with the CFE to distribute BankOn program brochures and materials to workforce development clients during one-on-one sessions or during group orientations. Some AJCCs have added the BankOn materials to their financial literacy tool kits, while others have become familiar with the CFE page on the Department of Consumer of Business Affairs website to provide clients with information on how to open a low-cost bank account and additional tips on how to manage personal finances. The AJCC system is uniquely positioned to extend the promise of financial stability to prospective job seekers by connecting them to accurate informational resources and successful strategies for improved financial capability. Collaborative efforts like this with the AJCC system can leverage the power of partnership to facilitate access to financial capability services to consumers within the broader community.

With potential for further collaboration, many AJCCs have expressed interest in obtaining additional BankOn trainings and hosting banking workshops to further integrate the program. While employment is critical to attaining a stronger economic future for Los Angeles County's job seekers, the development of financial capability strategies related to personal savings, asset building, managing credit, and individual budgeting are critical for sustaining financial security. Financial security in turn helps individuals sustain their employment outcomes.



Tax Programs

Paying taxes is a fundamental part of the American experience. Unfortunately for many low-moderate income individuals and families, they are not fully leveraging tax-time as an opportunity to invest in their own future.

Volunteer Income Tax Assistance (VITA) and Earned Income Tax Credit (EITC)

With an emphasis on assisting individuals and families who qualify for the Earned Income Tax Credit (EITC), the CFE prioritized its efforts in creating greater awareness and access to free tax preparation sites with the goal of greater refunds awarded to L.A. County residents.

Volunteer Income Tax Assistance (VITA)

A program of the IRS, VITA provides free tax preparation services to taxpayers who earn \$54,000 or less annually. VITA is an important catalyst for promoting the California and Federal Earned Income Tax Credits.

Earned Income Tax Credit (EITC)

Considered the nation's largest antipoverty program, EITC is a refundable tax credit for eligible working people who have very-low-to-moderate incomes. The tax credit puts money back into the hands of families struggling to make ends meet.

In an effort to increase the availability of VITA services, the CFE recruited and trained **24** team members to become volunteer tax preparers for the 2016 tax year, and **14** volunteers for the 2017 tax year who all completed training and passed certification. Volunteer recruitment is one of the biggest challenges in increasing VITA services to communities; there is a lack of certified volunteers willing to become tax preparers.

Key outcomes of the CFE's direct VITA and EITC programing for the two-year pilot:

Outcome Indicators	2016 Tax Year	2017 Tax Year
Number of accepted e-file and paper returns	99	99
Total state and federal refunds awarded	\$199,387	\$167,967
Total state and federal EITC dollars claimed	\$63,418	\$73,173
Average federal refund amount	\$2,009	\$1,627
<i>Average state refund amount</i>	\$228	\$200
Average federal EITC refund	\$2,103	\$1,892
Average adjusted gross income	\$24,012	\$21,886

“There are almost 3 million residents in Los Angeles County that may qualify for federal EITC, yet only about one million claim the credit. When you combine the Federal EITC and State EITC that are unclaimed, it ends up being billions of dollars that can help a struggling family pay the rent, buy basic necessities, get caught up and find a little breathing room. I am excited at the prospect of the Center of Financial Empowerment leading and coordinating the VITA service and EITC outreach in the County, as the CFE can provide much needed leadership to bring together stakeholders, improve delivery of service, and enhance outreach efforts.”



Rick Kim
Economic Development Director
Koreatown Youth and Community Center

CFE VITA Program Clients

Overall the taxpayers served by the CFE VITA program lauded the prompt service, professionalism, and kindness of the volunteers:

"Awesome. They were very helpful and knowledgeable. I am very thankful the County provided this service." -Adam Syed

"It was a very quick process. There was almost no line and when I was helped I was explained what was going on with my taxes."-Joshua Bonilla

"I was very pleased by the staff. They are very welcoming and reassuring that everything is going well and in order."-Andrea Cortez

"Coordinated and pleasant informative-quick representatives"-Armando M. Avila

"Excelente, todo ordenado, personal muy amable, rapido"- Anonymous

"Excellent, everything organized, staff very friendly, fast"-Nuria Ruiz

Key VITA/EITC Program Highlights

- The CFE partnered with the Department of Public Social Services to provide VITA services in Lancaster, a high need, low-resourced area.
- Partnership developed with the County Library, which provided IT technical support at all Tax Days hosted at library sites.
- Partnered with the Federal Deposit Insurance Corporation's (FDIC) Alliance for Economic Inclusion (AEI) to pilot credit building workshops to 21 individuals at a VITA site to integrate financial education learning.



Free Tax Prep Los Angeles (FTPLA)

In 2016 and in partnership with the City of Los Angeles, United

Way of Greater LA, Citi Community Development, and Koreatown Youth and Community Center, the CFE (DCBA) formed a cross-sector collaborative dedicated to multilingual EITC and VITA outreach. This initiative allowed partner agencies to leverage resources, align efforts, and work collaboratively to amplify VITA as an effective alternative to paid tax preparation services and raise public awareness about the EITC.

As a marketing and outreach campaign, paid media (internet, radio, television, and print), social media, press events, and the initiative's main website were the outreach strategies implemented by the collaborative. *(Note: marketing outcomes will be shared in the outreach + information section of the report.)* The campaign allowed participating agencies to leverage resources and expand their reach beyond the capabilities of any one organization to achieve the following programmatic outcomes.



FTPLA Outcome Indicators	2016 Tax Year	2017 Tax Year
Number of participation VITA sites	23	23
Total number of income tax returns completed	11,721	14,317
Total refund dollars awarded	\$14,998,970	\$18,651,772
Total State and Federal EITC refund dollars	\$6,546,794	\$8,071,669

In total for Los Angeles County, the region achieved comprehensive VITA and EITC outcomes outlined below.

L.A. County Total Outcome Indicators	2016 Tax Year	2017 Tax Year
Total returns	52,053	55,775
Total additional Child Tax Credit	\$5,364,519	\$5,653,752
Total Federal EITC dollars	\$18,381,658	\$19,496,186
Average Federal EITC refund dollars	\$1,572	\$1,552
Average adjusted gross income	\$22,441	\$23,395
Total refund dollars awarded	\$53,283,459	\$56,658,579
Total balance owed	\$9,254,432	\$10,453,704
Average balance owed	\$1,042	\$1,048
Total ITIN returns	1,356	1,473

“The City of Los Angeles, Housing + Community Investment Department (HCIDLA), is pleased to support the endeavors’ of the Los Angeles County, Department of Consumer and Business Affairs. The alignment of our goals and values has helped meet the emerging needs of our most vulnerable communities by working in unison and providing financial education, reasonable economic assessment and providing gainful resources. The Department of Consumer and Business Affairs has been a true value in helping in the development and implementation of the Free Tax Prep Los Angeles (FTPLA) brand and collaborative partnership that extends County and City wide to help promote fee free tax preparation throughout the tax season.”

**Abigail R. Marquez****Assistant General Manager, Community Services & Development Bureau
Los Angeles Housing + Community Investment Department**

Research + Convening + Policy

Goal 2: *Take collective action to improve financial practices and systems that advance wealth equity*

The CFE determined 3 areas in which to build the financial empowerment field and directly impact systems that negatively impact the financial health of low-moderate income residents of L.A. County. The three areas include: **1)** Research, **2)** Convenings/Conferences, and **3)** Policy. These areas are geared to capture and leverage information from the field, promote research on best practices, and convene partners to tackle shared challenges, while drafting and supporting policies to change systems that are unjust and predatory.



Research

To ground the field and set the framing for potential policy priorities, data and research is necessary to inform practitioners and policymakers on the most effective strategies to deliver robust programs and services. The CFE has begun to research the issue of high-cost lending in the County and submitted a report to the Board of Supervisors on September 3, 2018 with recommended strategies to combat the ill effects of these loans. The CFE intends to co-produce quality research on high-cost loans and other issues to disseminate to the field to highlight issues and build provider capacity.



Convenings and Conferences

Bringing people together to share best practices, challenges, and innovative solutions is how the CFE will build a community around the work and foster connections among practitioners and key

stakeholders. Having the most populous County in the country, it is critical to convene stakeholders across sectors to formulate strategies on furthering the financial capability of our constituents.



Financial Capability Summit 2018

On April 4, 2018, the CFE hosted its first annual Financial Capability Summit at the California Endowment in downtown Los Angeles. Using the theme **Creating Pathways for the Financial Health of L.A. County Residents**, the one-day conference served as an opportunity to engage stakeholders in conversations and learnings around improving the financial wellbeing of the County's low-moderate income residents. The event served as an unofficial public launch, allowing for the introduction of the CFE to broad audiences and situating the CFE as L.A. County's regional convener for financial capability thought leaders and practitioners.

The summit drew 125 attendees from different sectors including, but not limited to nonprofits, local and state government, financial institutions, and philanthropic organizations. Supervisor Sheila Kuehl served as the lunchtime keynote speaker and the sessions provided attendees with the tools, resources, and information to better serve LMI constituents.

Summit Topics

- Strategies for increasing the impact of EITC;
- Understanding how health and gender disparities in the County relate to economic insecurity;
- Engaging youth to end the cycle of poverty;
- Exploring the intersectionality of financial empowerment and consumer protection;
- Highlighting the breakthroughs in financial empowerment service delivery; and
- Strategies to improve marketing of financial capability programs.



Photo 2: Supervisor Kuehl providing lunch keynote to attendees

The evaluations of the survey were positive with 94% of respondents rating the conference as either "outstanding" or "good". As the first inaugural conference, the CFE plans to continue the momentum of in-person connections by hosting future convenings to connect stakeholders and equip them with

the tools and information to better assist County residents improve their pathways to financial stability.



Policy

For systematic change in wealth equity, policy change is an important factor to achieving this.

The CFE is positioned within L.A. County and has the unique advantage of leveraging the Board of Supervisors to advise and support policy change or creating new policies that can have countywide impacts on strengthening low-moderate income families opportunities to be financially well.

Curbing the Effects of High-Cost Loans in L.A. County

On December 12, 2017, Supervisor Hilda Solis and Chair Sheila Kuehl put forth a motion to curb the effects of high-cost loans in Los Angeles County. The rationale put forth in the motion is based on research demonstrating that low-income households are so overwhelmed by the constant worry about money that they tend to make choices that solve short-term crises at the expense of long term financial health. The California Department of Business Oversight (DBO) indicates that more than 60% of California payday loan storefronts are concentrated in areas with family poverty rates higher than that of the state average, and the city of Los Angeles is home to the highest number of high-cost lenders in the state of California.

While high-cost loans are a legal industry, they harm the most vulnerable in that, according to the Pew Charitable Trust, 7 in 10 borrowers use them for regular recurring expenses such as rent and utilities. Additionally, the CFE found that the median fee on a storefront payday loan is \$15 per \$100 borrowed, and the median loan term is 14 days, resulting in an annual percentage rate of 391 percent on a loan with a median amount of \$350.

The CFE is positioned to study the growing problem of high-cost loans and on September 3, 2018, presented a report to the Board with recommendations that include:

- Developing and scaling high-cost loan alternatives
- Creating a large-scale, multi-year and multilingual consumer awareness campaign
- Amending County zoning codes to control the impact of high-cost lenders
- Addressing predatory and abusive loan issues through policy changes

On October 16, 2018, the Los Angeles County Board of Supervisors adopted a motion titled “Implementation: Curbing the Impact of High-Cost Loan Products” directing the CFE to implement the above recommendations.

Outreach + Information

Goal: Connect low-moderate income L.A. County residents to CFE information, services, and consumer financial protections

One of the key values of the CFE is to leverage the marketing and outreach power of the County to create, align, and distribute information and resources to consumers throughout the County. Awareness and connection to information and resources is key to the success of building more financially empowered individuals and families.



Outreach and Marketing Campaigns

CFE Resource Guides

The CFE created two **Resource Guides** (2017 & 2018) that provide consumers with education about basic financial capability principles and connection to partner service organizations assisting low-moderate individuals and families throughout the County. With improvements of tips and hints in the 2018 resource guide, it is accessible online through the CFE's website and is disseminated to partner organizations, County departments, and public County facilities to reach as many consumers as possible. For 2017 & 2018, 1,500 resource guides were printed with 750 of the 1,500 in 2018 printed in Spanish.



General Marketing – Bus Shelter Ads



The CFE engaged in an awareness campaign to alert consumers about the financial education resources and services available to them throughout L.A. County. As such, the CFE secured bus shelter ads in unincorporated areas of the County to bring greater visibility to our programs.

Number of bus shelter posters	28 units
Run Dates	2/2/18-4/30/18
Locations	1 st , 2 nd , and 3 rd Districts



Free Tax Prep Los Angeles

As shared earlier, Free Tax Prep Los Angeles (FTPLA) is a joint marketing and outreach campaign that includes paid media (internet, radio, television, and print), social media, press events, and the initiative's main website to raise awareness about the EITC.

FTPLA Press Events + Media

2017 (2016 Tax Year)

FTPLA Comprehensive 2017 Public Relations and Media Highlights⁷

METRIC	OUTCOME
Earned Media Impressions	1.8 million
Paid Media Impressions	11.8 million
Freetaxprepla.com Website Visitors	13,045

⁷ Total Comprehensive 2017 Highlights noted in Appendix – Item 2

2017 CFE Press Events

Cal EITC Awareness Week Press Event

January 31, 2017

The Board of Supervisors proclaimed January 29 – February 4, 2017 as CalEITC Awareness Week to bring more visibility to this tax credit. Supervisors Sheila Kuehl and Hilda L. Solis provided remarks at a press conference organized by the CFE, along with representatives from Citi Community Development and the CalEITC4Me coalition. The press conference helped the CFE secure media coverage in several publications and news outlets.



Picture 3: Supervisor Kuehl and Supervisor Solis speaking at the Cal EITC Awareness Press Event

FTPLA Press Conference

February 2, 2017

The CFE held a second press conference in partnership with the City of Los Angeles to announce the launch of Free Tax Prep LA campaign and companion [website](#). The site features a service locator to help residents find a VITA site in their community and includes a calculator tool to help tax payers estimate if they qualify for the EITC.

Claim Your Refund Day

February 4, 2017

To culminate CalEITC Awareness Week in Los Angeles County, FTPLA held a Countywide Claim Your Refund Day in which over 20 VITA sites were open across the County to help residents file their return with an IRS-certified volunteer.



2017 EITC & VITA Asset Building Symposium

February 21, 2017

FTPLA hosted a symposium for 149 practitioners and service providers to share best practices, network, and learn strategies to strengthen their VITA, EITC, and asset building programs.

2017 Tax Year

FTPLA Comprehensive 2018 Public Relations and Media Highlights⁸

METRIC	OUTCOME
Kick off Press Event Online Coverage	47 million online impressions
Kick off Press Event Broadcast Viewership	114,000
Culminating Press Event Coverage	63 million online impressions
Number of Articles Between Kick-Off / Culminating Press Events	16 (English, Spanish, Korean)
Tax Day Press Event Online Coverage	8.6 million online impressions

2018 CFE Press Events

Culminating Tax Season Press Event April 12, 2018

The weeks leading up to the end of the tax season present a great opportunity to leverage the media to outreach about tax issues. The CFE held a press conference one week before the 2018 tax season ended to remind last-minute tax filers about the EITC and to promote the Free Tax Prep LA Tax Day event that was to occur the following week.

63 million online impressions

14 stories across English, Spanish, and Korean print/online/broadcast outlets.



⁸ Total Comprehensive 2018 Highlights noted in Appendix – Item 3

Free Coffee, Free Donuts, Free Tax Prep April 17, 2018

In an effort to capture last-minute tax filers, the Free Tax Prep LA collaborative coordinated a 12-hour income tax preparation event at Central City Neighborhood Partners on April 17, 2018, the tax filing deadline. Branded as *Free Coffee, Free Doughnuts, Free Taxes*, the event allowed the collaborative to provide VITA services to tax payers and served as a media event. The team filed returns for 264 tax payers and the event received coverage in 10 media outlets.



8.6 million online readership
50K estimated coverage views

FTPLA Bus Shelter Ads

In addition to the above referenced events and activities, the CFE installed FTPLA bus shelter ads at bus stops in unincorporated areas throughout the County to bring increased visibility to DCBA and the FTPLA website.



View Insights

Promote



Liked by kenny.uong, edgarfabianfrias and 46 others

outfrontdecaux Excited to see the #FreeTaxPrepLA campaign on bus shelters throughout LA 🚌💯👏👏👏👏

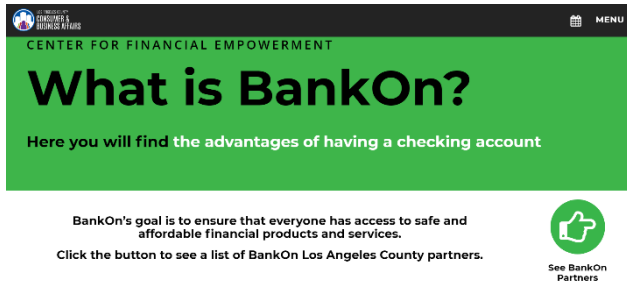
Thanks @lacountydcba @launitedway @city for keeping Angelenos on the go informed. 🙌🙌🙌

#Taxseason #HCIDLA #FreetaxprepLA #CalEITC4ME
#PSA #busshelterspotting



BankOn Los Angeles County Marketing

CFE is leading the BankOn initiative for L.A. County, including the branding, marketing, and outreach. As part of the soft launch in the beginning of 2018, the CFE achieved the following connections to consumers about the BankOn program through avenues including the CFE website, bus shelter ads, and departmental partnerships.



Bank On Metrics

Webpage	Views	Publish Dates
BankOn page	516	2/2/18-5/28/18
Opening a checking account page	304	2/12/18-5/28/18
BankOn matrix page	100	2/13/18-5/28/18
BankOn partners page	96	2/12/18-5/28/18
BankOn form download	5	3/28/18-5/28/18

BankOn Bus Shelter Posters



Metric	Outcome
Number of bus shelter posters	35 units
Run Dates	1/2/18-4/1/18
Locations	1 st , 2 nd , and 3 rd Districts
Ad Impressions	Average 900,000 impressions



Online Marketing and Events

During the pilot period, the CFE launched a new section on DCBA's redesigned website, created a new CFE specific Twitter account, and leveraged the departments' existing Facebook and YouTube pages to bring additional visibility to CFE programs and information.

Below represents a snapshot of the top five most viewed pages as a result of the development of the new CFE website.⁹

Web Page URL (ranked by popularity)	Page views	Published
/volunteer-income-tax-assistance/	6,960	2/12/18 to 5/28/18
/financial-empowerment/	2,146	2/12/18 to 5/28/18
/financial-empowerment-resources/	576	2/12/18 to 5/28/18
/bankon/	516	2/12/18 to 5/28/18
/opening-a-checking-account/	304	2/12/18 to 5/28/18

In regard to social media, below represents the CFEs social media performance statistics

Twitter @LACountyCFE

- CFE Twitter went live 12/1/17
- 81,055 impressions since 12/1/17
- 229 tweets

Facebook

- 78 posts
- 4,951 impressions (since 11/17)

YouTube DCBA (since 1/12/18)

- 108 views
- 4 videos

⁹ CFE total comprehensive website metrics noted in Appendix – Item 4

PROGRESS AND OUTCOMES

Deliverables of the Board Motions

Based on the board motion passed on **March 2016**, the CFE has been able to complete all the directives laid out in the motion and set the foundation towards expansion and growth of CFE programs and services.

Directives	Deliverables
1 Direct the Department of Consumer and Business Affairs (DCBA), in consultation with the Chief Executive Office, Dept. of Public Social Services, County Librarian, Office of Education, Dept. of Children and Family Services, Dept. of Community and Senior Services and the Community Development Commission, along with other relevant County departments, within 45 days, to complete an inventory and assessment of the county's current financial empowerment offerings.	Completed and shared in the May 3, 2016 Board Report- <i>Report on Improving Financial Empowerment – Assessment of County Services (Item No. 3, Agenda of March 15, 2016)</i>
2 Direct DCBA, in consultation with relevant County departments, other governmental agencies, local nonprofit organizations offering financial empowerment services, community credit unions, and other local subject matter experts, within 45 days, to seek input from experts and stakeholders to advise the County on strategies, tools, best practices, and performance metrics for the successful implementation of a coordinated internal and external approach to address financial empowerment and asset-building among Los Angeles county's low-moderate income communities.	Completed and shared in the May 31, 2016 Board Report – <i>Report on the Proposed Establishment of a Countywide Center for Financial Empowerment (Item No. 3, Agenda of March 15, 2016)</i>
3 Direct the DCBA Director to submit a report to the Board of Supervisors within 60 days that includes a proposal to develop a new Center for Financial Empowerment within DCBA to coordinate and expand asset-building, financial empowerment, and financial literacy initiatives throughout the County. The report back should include:	Completed and shared in the May 31, 2016 Board Report – <i>Report on the Proposed Establishment of a Countywide Center for Financial Empowerment (Item No. 3, Agenda of March 15, 2016)</i>
3a An assessment of staffing, funding required, and resources available to establish the Center for Financial Empowerment as a two-year pilot beginning September 1, 2016.	Completed and shared in the May 31, 2016 Board Report – <i>Report on the Proposed Establishment of a Countywide Center for Financial Empowerment (Item No. 3, Agenda of March 15, 2016)</i>

3b A detailed description of the Center for Financial Empowerment’s proposed service offerings.	
3c An inventory and assessment of the empowerment efforts that are currently being provided in Los Angeles County by external stakeholders.	
3d A strategic plan and recommendations on how to coordinate and align the County’s existing financial empowerment efforts with those of our external partners and stakeholders, including the City of Los Angeles’ BankOn Los Angeles program.	<i>Completed and shared in the December 5, 2016 Board Report – Quarterly Report on the Status of the Center for Financial Empowerment (Item No. 19, Agenda of June 14, 2016)</i>
3e Specific strategies that focus on marketing and outreach to ensure a culturally competent and linguistically appropriate approach to meet the financial empowerment needs of the County’s diverse population.	<i>Completed and shared in the November 29, 2017 Board Report – Quarterly Report on the Status of the Center for Financial Empowerment (Item No. 19, Agenda of June 14, 2016)</i>

KEY LEARNINGS & RECOMMENDATIONS

Summary of Findings and Recommendations

While the overall launch and pilot of the Center for Financial Empowerment was successful in meeting the tenets of the board motion and mobilizing the financial capability community for increased learning, coordination and collaboration, there were key takeaways realized which will be helpful as the CFE continues to improve and grow its programs and services.

Programs and Activities

KEY LEARNING: Enhanced coordination and integration of financial capability services across County programs will maximize resources toward improving the financial wellbeing of County residents.

The CFE made inroads with partners in raising awareness and leveraging opportunities to better integrate and coordinate financial capability services for their clients through BankOn L.A. County, but more can still be achieved throughout the County with more robust working partnerships. For the CFE to more effectively support and advance County financial capability services it can leverage its position to streamline processes that facilitate integration and leveraging of resources across County departments. One such opportunity is evaluating how the County pays out many benefits, refunds, and other funds via paper checks. Within County governance there are several touchpoints where asset building programs such as BankOn could be integrated. A more robust and coordinated approach within the County that streamlines and leverages its own financial transactions stands to significantly advance financial capability and the utilization of safe banking products. **The CFE recommends leveraging its role to help develop a shared process for integration and coordination of financial capability programs and services.**

KEY LEARNING: The Center for Financial Empowerment would have greater impact serving as a convener and leader in expanding EITC instead of providing VITA as a direct service.

While the CFE demonstrated increased outcome performance in recruiting VITA volunteers and serving more individuals, volunteer recruitment, training, and certification continues to be one of the main challenges in growing VITA. To become a VITA certified volunteer, individuals must take approximately 40 hours of training and pass the certification exam. This is often a barrier in getting volunteers on board, which then limits the VITA services that can be provided. Additionally, to get the word out and increase awareness about VITA and EITC, more resources are needed to conduct a robust marketing and awareness campaign. The pilot surfaced challenges in a single entity trying to coordinate and collaborate with partners while also providing direct VITA services and found that some entities are

better positioned to support one effort over the other. The key learning is that with over \$500 million in federal EITC credits going unclaimed in L.A. County, and 25% of CalEITC qualified individuals residing in L.A. County, the CFE should focus on EITC outreach as the key impact to increase the amount of dollars returned to low-income individuals and families. More robust joint marketing campaigns are needed that include both external and internal County partners for greater clarity, outreach, and awareness of services and providers available to L.A. County consumers. Therefore, the key recommendation is for the CFE to serve as the lead convener for L.A. County to increase the amount of EITC dollars returned to County residents and connect residents to BankOn L.A. County products to safely manage and grow their savings. **The CFE proposes leading the coordination of Free Tax Prep LA, securing commitments from County departments who are already running VITA sites to ensure coordination in delivery of EITC service and tracking, while also leading the promotion of a coordinated marketing campaign for greater awareness of EITC across the L.A. County.**

Research + Convening + Policy

KEY LEARNING: Trainings and convenings are in high demand among financial capability practitioners to build capacity, leverage resources, and learn best practices.

As a result of hosting the first annual CFE Summit, there was much excitement and momentum focused on building financial capabilities within L.A. County. As there is no comprehensive entity to convene the sector, the CFE serves this role and is addressing a gap that is important to building a cohesive field. The CFE's financial capability working group also provided feedback through a CFE-led focus group. Working group members shared the need to professionalize the field with on-going training opportunities focused on personal finance topics, industry news and trends, coaching skills, social services, consumer protection, and case management. As such, the CFE recognizes the need to continue hosting the CFE Summit as a comprehensive gathering to share best practices, network, and address challenges impacting the sector as a whole. Additionally, there is a need to explore smaller working group gatherings to be able to share, learn, and grow from each other as peers in this work. **The CFE proposes hosting a 2nd Annual Financial Capability Summit in 2019 to share best practices, and to work in partnership with County departments, nonprofit partners, and others to build their capacities through financial capability train-the-trainer workshops and professionalization of financial coaching. Ideally, this would be an annual event.**

KEY LEARNING: In order to track and measure the financial wellbeing of County residents' over time, the CFE needs access to partner data and resources to conduct research.

Data is critical to helping service providers and policy makers better understand the challenges faced by low-moderate income County residents and identify areas for collaboration and innovation. The CFE

has organized the Financial Capability Network, a group of local non-profit service providers, to begin the work of streamlining outcomes and data collection for financial capability programs. A similar coordinated approach across relevant County departments would provide a more robust and insightful analysis into the financial wellbeing of County residents. The key learnings are that financial capability partners need access to more data and research which they can leverage to better implement effective and impactful programs and services. The CFE can leverage partnerships to produce research that will address this. The CFE also needs to have clear agreements with partner agencies and County departments to better understand how data is captured and shared so that the CFE can align comprehensive data captured and report on outcomes collectively for the County. **The CFE recommends leveraging its role to help lead efforts to integrate County financial capability data collection and reporting to collectively report financial capability impacts for the County.**

Outreach + Information

KEY LEARNING: There is a need for coordinated branding, marketing, and outreach for CFE partners providing financial capability services, and the CFE needs to better leverage technology and innovation to serve consumers at scale.

One of the strengths of the CFE is being able to leverage the County's communications team to assist with developing eye-catching branding and marketing that resonates with the community at-large. It was realized through feedback from nonprofit partners that many agencies lack resources and know-how to be able to aggressively market and build awareness campaigns and materials to help promote their financial capability programs and services. It was determined to be such a need that it was included as a key CFE Summit workshop topic: *Maximize Your Organization's Marketing Strategy*. Additionally, in order to scale in providing financial capability services, the CFE needs to explore innovative technologies to more effectively outreach and serve County consumers. The key learnings are that there continues to be a need to convey a clear and cohesive message to the community-at-large that eliminate confusion among consumers regarding the various service offerings, and that removes some of the burden from individual organizations marketing programs while building a joint marketing platform for all partners to leverage and benefit from. Additionally, the CFE must leverage technology to integrate into its services offerings as a solution in scaling its direct reach. **The CFE proposes increased efforts for a coordinated CFE outreach campaign and exploration of innovative technologies to better outreach and serve consumers at scale.**

Recommendations

Item	Suggestions
<p>1 Establish the CFE as permanent program within DCBA</p>	<ul style="list-style-type: none"> ▪ Assess and determine sustained budget for CFE, including internal staffing, coordinated marketing/branding, and program/data management. <ul style="list-style-type: none"> – Financial capability pulls from many different disciplines and is an emerging field. The CFE team will need ongoing training to position them as thought leaders and to ensure that they continue to develop programs that are relevant and impactful. The funds could also be used to help the CFE facilitate train-the-trainer workshops – Develop a countywide cloud-based database for the collection of metrics relating to program outcomes – Establish an annual marketing budget. Virtually all of CFE programs require extensive marketing to reach the target audience – Direct DCBA to report back on a budget in consultation with the CEO ▪ Ability to structure and serve as an intermediary funder that can administer grants/contracts to support financial capability partners and measure impact.
<p>2 Increase staff positions to support growth of CFE programs and activities</p>	<ul style="list-style-type: none"> ▪ In order to continue advancing and growing the key initiatives identified in this report, the CFE will need additional staffing and a structure that reflects the needs of the program. This will require establishing an organizational structure that is responsive to the policy, planning and program needs of the CFE's mission. This includes expanding beyond the current three (3) positions and bifurcating staff roles between Policy and Planning activities and Outreach and Capacity Building activities. ▪ Add managers/high-level analysts to lead the more complex policy, planning and coordination needs of the CFE. ▪ Add additional support staff to expand programmatic and outreach capacity.
<p>3 Create a CFE-led EITC countywide awareness campaign</p>	<ul style="list-style-type: none"> ▪ Increase resources to support EITC programs to lead a comprehensive countywide CFE EITC campaign by developing and promoting coordinated marketing for greater outreach and awareness of EITC across the County. ▪ Work with County departments which are already running VITA sites to ensure CFE partnership and coordination in delivery of EITC service and tracking.

	<ul style="list-style-type: none"> ▪ Connect EITC to BankOn L.A. County products to promote savings and wealth building for low-income residents. ▪ Establish a countywide strategy to create easier pathways to recruit County VITA volunteers (an example model to replicate is L.A. County's poll worker program with a required 5% volunteer rate). ▪ Pilot EITC outreach initiative in 2019 with CalEITC and DPSS to connect DPSS families to access VITA/EITC through a text outreach campaign.
4 Build provider capacity and share best practices through trainings, convenings and the professionalization of financial capability/coaching	<ul style="list-style-type: none"> ▪ Develop a L.A. County CFE financial capability trainer and coach certification program that establishes a professionalized standard of excellence for the sector, and creates a pipeline of trainers and coaches to serve more low-moderate income families in L.A. County. ▪ Secure sponsorships to host a 2nd Annual Financial Capability Summit in 2019 to share best practices.
5 Increase countywide departmental partnerships, integration, and data collection/reporting to the CFE	<ul style="list-style-type: none"> ▪ Identify and partner with key departments and initiatives within L.A. County to integrate and leverage financial capability learning and services. ▪ Establish a countywide process for the integration of CFE programs, services, data collection, and shared reporting to ensure comprehensive capture of County impact. <ul style="list-style-type: none"> – Example: All County workforce development programs (i.e. TempLA, Youth@Work, County Bridges, Winter, etc.) adopt a standardized curriculum developed by the CFE that includes financial capability and consumer protection. – Example: DHR hiring placement programs (i.e. youth bridges and foster youth internship) integrate financial capability as part of the requirements for placement. – Example: Work with DCFS/DPSS and connect their benefit payments to utilize direct deposit with a BankOn account, including youth recipients.
6 Coordinate branding and marketing of CFE programs and services while leveraging innovation to scale financial capability services	<ul style="list-style-type: none"> ▪ Build innovation in the financial capability sector in Los Angeles by researching and leveraging a technology application that makes financial capability tools more accessible to all of L.A. County's consumers at any time. ▪ Increase resources to coordinate and execute a comprehensive L.A. County CFE marketing and outreach campaign to better educate and inform consumers on programs and services.



APPENDIX

Item 1: Youth Financial Capability Curriculum Outlines

A) Make Your Money Count – youth financial capability curriculum used for the Cash for Grads program. Presentation is a total of 3 hours.

I. About DCBA

II. Money Management 101

- a. Needs vs. Wants
- b. S.M.A.R.T Goals
- c. Savings
- d. Banking
- e. Credit
- f. Credit Score

III. ID Theft

- a. Prevention
- b. Detection
- c. Resolving

IV. Renting an Apartment

- a. What can you afford
- b. Month-to-month tenancy vs. lease
- c. Security Deposits

V. Buying a Car

- a. Buying vs. leasing
- b. New car vs. old car
- c. Financing a vehicle
- d. Understanding misleading car ads
- e. Common mistakes consumers make when purchasing a vehicle
- f. Tips for buying from a private seller
- g. Warning about “buy here, pay here” lots

B) Empowerment Curriculum - Department of Children and Family Services – Career Development Intern Training Program. This is the CFE’s comprehensive youth curriculum and was utilized for foster youth who are employed by the County in the Career Development Internship program. Topics were pre-selected from the comprehensive curriculum and conducted as a one-day training.

	NAME OF TOPIC	TOPICS COVERED	Activities
DAY 1	PART 1 Make sense of your cents	PART 1 <ul style="list-style-type: none"> Budgeting: paying bills and other expenses; and identifying spending leaks Saving for emergencies, large purchases Setting financial goals/S.M.A.R.T goals Banking Choosing a checking and savings accounts Alternative financial institutions 	PART 1 Participants will write out a S.M.A.R.T. goal for 3 months, 6 months, and 1 year And, participants will review a sample budget to identify healthy and negative financial habits.
	PART 2 Understanding how to use credit and learning how not to abuse it	PART 2 <ul style="list-style-type: none"> What is credit? Why is credit important? Types of credit What is a credit report/score and where do I get it? Best practices for maintaining good credit 	PART 2 Option 1: Participants can review a sample credit report and find mistakes or ways to improve credit Option 2: Participants can work with a member of AEI –Marketing and Outreach working group to obtain and review a copy of their own credit report at no cost on annualcreditreport.com
DAY 2	PART 1 Making informed financial decisions	PART 1 <ul style="list-style-type: none"> Understanding your rights as a consumer Tips on being a savvy consumer 	PART 1 Review an e-mail, advertisement or message and determine if it is a scam.

		<ul style="list-style-type: none"> Common Consumer Scams (such as scams related to jobs, mobile phones, mystery shopping, etc.) Identity theft 	
	PART 2 Practicing to be a savvy consumer	PART 2 <ul style="list-style-type: none"> Renting your first apartment Buying your first car 	PART 2 Participants will receive sample consumer profiles and they will have to determine “What would they do” when purchasing a car or renting an apartment.

Youth curriculum outline for additional financial topics:

	NAME OF TOPIC	TOPICS COVERED	Activities
DAY 3	Part 1 Understanding your earnings	Part 1 <ul style="list-style-type: none"> Understanding your paycheck stub What is the difference between net versus gross income What is being deducted from your paycheck? What are exemptions? Income tax basics: what do the W2, W4 and 1040 have in common? 	Part 1 Review a sample paycheck stub And, Review sample tax forms

	NAME OF TOPIC	TOPICS COVERED	Activities
DAY 4	Part 1 Planting your money tree	Part 1 <ul style="list-style-type: none"> What does it mean to invest? Investing basics Saving for retirement: IRA, 401K and more CD's and bonds Stocks 	Part 1 Utilize a free stock market simulation game to learn about purchasing and investing in stocks
	Part 2 You have it now keep it	Part 2 <ul style="list-style-type: none"> Understand why it is important to protect your assets Get insured: life insurance, renters insurance 	Part 2 Review checklist of items needed to obtain insurance

Item 2: Free Tax Prep Los Angeles Comprehensive 2017 Public Relations and Media Highlights

METRIC	OUTCOME
Earned Media Impressions	1.8 million
Paid Media Impressions	11.8 million
Freetaxprepla.com website sessions	13,045
Tax Day Media Event – April 18, 2017	30 pieces of coverage 917,685 impressions 17,872,855 total reach
Laundromat Advertising (Indoor)	1,531,800 impressions
Poster Panels (Outdoor)	3,759,643 impressions
Online Display Banner Ads	16,314,329 impressions
Bilingual Ads (El Clasificado)	504,401 circulation
Bus Bench Ads	60 bus benches displayed throughout City of LA
Bus Shelter Ads	92 posters in unincorporated L.A. County 50 posters focused in South LA

Item 3: Free Tax Prep Los Angeles Comprehensive 2018 Public Relations and Media Highlights

METRIC	OUTCOME
Kick off Press Event Online Coverage	47 million online impressions*
Kick off Press Event Broadcast Viewership	114,000
Culminating Press Event Coverage	63 million online impressions**
Number of Articles Between Kick-Off / Culminating Press Events	16 (English, Spanish, Korean)
Tax Day Press Event Online Coverage	8.6 million online impressions
Tax Day Press Event Broadcast Viewership	50,000
Laundromat Advertising (Indoor)	999,000 impressions
Poster Panels (Outdoor)	4,853,347 impressions
Online Display Banner Ads	554,583 impressions
Sponsored Facebook Ads (Individuals Reached)	5,972
Bus Bench Ads	22,658,776 impressions
Bus Shelter Ads	2,504,404 impressions

Item 4: Overview of CFE Webpage Views by URL and Ranked by Popularity

Web Page URL (ranked by popularity)	Page views	Published
/volunteer-income-tax-assistance/	6,960	2/12/18 to 5/28/18
/financial-empowerment/	2,146	2/12/18 to 5/28/18
/financial-empowerment-resources/	576	2/12/18 to 5/28/18
/bankon/	516	2/12/18 to 5/28/18
/opening-a-checking-account/	304	2/12/18 to 5/28/18
/financial-empowerment-tips/	267	2/12/18 to 5/28/18
/cfe-our-mission/	208	2/12/18 to 5/28/18
/additional-resources-2/	149	2/12/18 to 5/28/18
/tax-prep-checklist/	142	2/12/18 to 5/28/18
/lifesmart/	114	2/12/18 to 5/28/18
Download CFE Guide PDF	106	2/12/18 to 5/28/18
Download BankOn Matrix	100	2/13/18 to 5/28/18
/bank-on-partners/	96	2/12/18 to 5/28/18
Download Budget Sheet 1	85	2/13/18 to 5/28/18
/tax-dispute-help/	78	2/12/18 to 5/28/18
Download Budget Sheet 2	55	2/14/18 to 5/28/18
Download ScholarShare PDF	13	3/4/18 to 5/28/18
Download CFE Guide 2.0	5	5/22/18 to 5/28/18
Download BankOn Form	5	3/29/18 to 5/28/18
---Total ---	11,925	